

TASK ORDER (TO)

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Global Threat Mitigation Program (GTMP)

in support of:

U.S. Army Forces Command (FORSCOM) and the following operational and strategic partners:

**Army National Guard (ARNG)
U.S. Army Pacific (USARPAC)
U.S. Army Europe (USAREUR)
U.S. Army Special Operations Command (USASOC)
U.S. European Command (USEUCOM)
U.S. Africa Command (USAFRICOM)**

Issued to:

**Booz Allen Hamilton (BAH)
8283 Greensboro Drive
McLean, VA 22102
DUNS: 006928857**

Issued by:

**The Federal Systems Integration and Management Center (FEDSIM)
1800 F Street, NW
Suite 3100 (QF0B)
Washington, D.C. 20405**

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C.1 BACKGROUND

Irregular Warfare (IrW), Hybrid Warfare, and Asymmetric Warfare (AW) threats continue to drive the United States' (U.S.) military's strategic, operational, and tactical mission sets; planning and intelligence gathering activities; training requirements development; and, mission readiness requirements. Regional threats, including hostile nation states, terrorist organizations, and extremists acting alone or in concert with global organizations, and global threats are prolific across the world. Though the threat environment throughout the world remains fairly constant in some regards, it is continually evolving with new threats, such as violent extremist organizations (VEOs), emerging every day and the U.S. military must adapt to defend the homeland, advance its strategic interests, provide global security, and prepare forces for theater. Combating these threats requires the U.S. military to possess significant knowledge of the strategic, operational, and tactical environments in order to permit coordinated and informed U.S. military operations. The U.S. military must constantly conduct analyses and assessments of the current threat environment [e.g., Improvised Explosive Devices (IEDs), adversary misinformation, and Integrated Air Defense Systems (IADS)] in order to identify capabilities such as Information Operations (IO), Ballistic Missile Defense (BMD) activities, and Counter- Improvised Explosive Device (C-IED) measures that can be utilized by the U.S. military to combat evolving and emerging threats and protect deployed forces.

FORSCOM has been designated as the lead for the Army C-IED Strategy to Adapt the Force (AtF) line of effort. This effort will capitalize on the C-IED readiness work completed to date. The Army C-IED Strategy (**Section J, Attachment E**) published and approved in 2012 directs a more comprehensive approach which streamlines operations, introduces and capitalizes on knowledge sharing, and promotes efficiencies across the above mentioned organizations. The C-IED Strategy is the backbone of how the Army will execute the C-IED responsibilities to the Department, Combatant Commanders, other Major Army Commands, and Joint/sister services. It is based on the paradigm that IED conditions created by enemies are asymmetric in nature and rapidly change based on the Army's efforts to interdict, counter, and defeat the IED threat.

Technological innovation and globalization have positively impacted the capabilities of the U.S. and its Allies and supported the multi-national, whole-of-government approaches being employed around the world from countering the Ebola threat or the emergence of the Islamic State in Iraq and the Levant (ISIL). The rapid diffusion of enemy tactics and capabilities, the evolving U.S. and multi-national response, and the increasing direct and indirect involvement of civilian populace create an ever-changing operational environment that demands a scalable, adaptable, ready, and responsive strategy.

As the U.S. military continues to transition away from combat operations, it is imperative that the military preserves the hard-earned C-IED lessons learned of Iraq and Afghanistan, while sustaining its emphasis on training leaders and soldiers to meet the global C-IED challenges of tomorrow. The U.S. military is currently re-engaged in Iraq, while the RAF and Global Response Forces continue to operate in IED environments worldwide. The FORSCOM RAF Training Requirements are provided in **Section J, Attachment F**. Additionally, as the Title 10 training responsibilities have shifted back to the services from the Joint Explosive Improvised Device Defeat Organization (JIEDDO), the C-IED Home Station Training Program (**Section J, Attachment G**) has to provide a comprehensive approach to prepare for this threat.

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IEDs are a threat faced by the U.S. military and its Allies and partner nations throughout the world. IEDs, with adaptive and innovative methods, have become one of the main threats effectively employed by enemy groups throughout the world to exploit U.S. warfighter capability gaps and, as a result, have caused and continue to cause an unacceptable amount of casualties and collateral damage. IED and other IrW threats will continue to drive the U.S. military's training and mission readiness requirements to meet U.S. Combatant Commander Needs for capable military forces. The U.S. military must be agile in developing Tactics, Techniques, and Procedures (TTPs) in order to increase mission effectiveness and anticipate and defeat adversary IED operations. The enduring global nature of IEDs makes C-IED training crucial to prepare forces for the IED threats they will encounter and to provide forces with a better understanding of what it takes to operate in IED environments. IrW analyses, assessments, and training are critical to the U.S. military in order to ensure forces are adequately prepared for deployment to theater and can safely identify, mitigate, and neutralize irregular threats, including IEDs.

Although IEDs are tactical weapons, their use often results in strategic and operational impacts. The TTPs used by individuals who build, finance, and exploit IEDs change frequently. The U.S. military must anticipate and respond to these changes with programs and capabilities that enable forces and decision makers to quickly adapt so that soldiers can perform their missions safely and with confidence in an ever-changing environment where IEDs are an enduring threat.

The C-IED Home Station Training Program has been implemented with a combat-seasoned Army, but the U.S. military recognizes that the IED environment is constantly changing with technology, tactics, and innovation that adversaries will employ to disrupt U.S. capabilities. While sustaining the current C-IED capabilities, focus will also be on the next generation of capabilities and training leaders and units to operate in the IED environment. As the force transitions from a Latest Arrival Date (LAD) Overseas Contingency Operations (OCO) resourced operating environment, the Army must now refocus its efforts on the future training program. The end state will evolve from looking at current requirements with an emphasis on how the Army trains in the future as it transitions from non-CENTCOM centric requirements. It is critical for the Army to adapt to the changing IED environment by expanding its training and integrating emerging C-IED technologies and incorporating C-IED operations as a condition in collective training events.

The Army's ability to train leaders and units to conduct C-IED operations is a combat multiplier for its formations. C-IED training is a command priority; it must be trained individually, collectively, and at the leader level, and be incorporated into unit culminating training events (CTE) and Combat Training Center (CTC) rotations. Investment into C-IED training is the only way to ensure the Army has prepared ready and responsive total Army forces to the Combatant Commanders in defense of the nation at home and abroad.

The C-IED Home Station Training Program executes the methodology for C-IED training and is an instrument to assist commanders, staff officers, and Non-Commissioned Officer (NCO) trainers in planning, resourcing, executing, and assessing C-IED training at home station. The program utilizes an integrated planning approach by incorporating live, virtual, constructive, and gaming (LVCG) C-IED training resources to prepare units to defeat IEDs and other emergent threats. The strategy includes the integration of C-IED solutions from across the Joint Force. Commanders use the program as a resource during mission analysis and training guidance development to establish a C-IED training cycle tailored to a unit's mission and deployment time

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line to operate in a complex IED environment. This program serves as the clearing house for all C-IED initiatives, resources, and training. Relevant training is mission focused; integrates the emergent capabilities and TTPs being used for the current fight; and, identifies the appropriate resources to ensure the “way we train” best matches the “way we fight.” Additional information regarding the C-IED Home Station Training Program can be found in the Joint Requirements Oversight Council (JROC) review of C-IED Portfolio (**Section J, Attachment H**). Finally, in **Section J, Attachment I**, a listing of applicable Army C-IED strategies, directives, guidance, and validations has been provided as well.

C-IED training and education efforts are currently underway at multiple Army force provider organizations throughout the world, including at:

- a. U.S. Army Forces Command (FORSCOM) and its subordinate organizations
- b. U.S. Army Pacific (USARPAC)
- c. U.S. Army Europe (USAREUR)
- d. U.S. Army Special Operations Command (USASOC)
- e. Army National Guard (ARNG)

In addition to the IED threat faced by US, its Allies, and partner nation forces, USEUCOM has experienced dramatic changes in the security situation in the European continent over the last 12 months. These changes have significant ramifications for U.S. national security interests and those of its European Allies and partners. As a result, USEUCOM is assessing the threat to U.S. and North Atlantic Treaty Organization (NATO) Allies in theater and beyond. Though USEUCOM and its NATO Allies and partners continue to actively respond to the conditions of this new environment, fully addressing these growing challenges and their long-term implications requires a reformulation of the U.S. strategic calculus and associated resourcing.

The forces assigned to USEUCOM fulfill the U.S.’s primary treaty obligation to NATO. The U.S. military’s permanent presence in Europe also allows it to advance the military capabilities of its Allies. Permanently stationed forces are a force multiplier and USEUCOM must be a stabilizing force on multiple fronts. Nations on Europe’s southern flank are concerned the focus on Eastern Europe may draw attention and resources away from their region, allowing for an unmonitored flow of foreign fighters, economic and political refugees, and unchecked illicit trafficking of goods and humans from an arc of instability stretching across large parts of northern Africa through the Middle East. In the Levant, persistent threats from other countries and non-state actors continue to drive security concerns in Israel.

Multiple ongoing conflicts in the Middle East and Africa also require USEUCOM to use its limited resources to support missions occurring in the U.S. Central Command (CENTCOM) and U.S. Africa Command (USAFRICOM) areas of responsibility (AOR). USEUCOM works closely with its bordering Combatant Commands (COCOM) to address issues crossing geographic boundaries, supporting CENTCOM and USAFRICOM operations to protect U.S. national interests. Each of these security challenges reinforces the importance of USEUCOM and NATO to the U.S.’s long-term vital national interests. The U.S. must continue to demonstrate leadership and commitment to NATO to include supporting the implementation of the NATO Readiness Action Plan (RAP).

USEUCOM must continue to leverage and build upon the expeditionary capability and interoperability gained over a decade of operations in Afghanistan and increase opportunities to

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work together with U.S. Allies and partners in the future. USEUCOM's sustained efforts to build partnership capacity with these Allies and partners have proven to be beneficial and continuation of this process is central to countering threats. USEUCOM needs to protect its investment by continuing to exercise with and train U.S. Allies and partners and enabling the NATO Alliance to make the transition from expeditionary and counterinsurgency operations in Afghanistan to conducting the full spectrum of joint, combined operations, including high-end combined arms warfare.

The U.S.'s security interests require that it preserves Allies' and partners' capabilities and willingness to act so that they remain able to respond to threats to U.S. and European security as well as global contingencies. While preserving expeditionary capabilities developed over the last decade, USEUCOM must also address and help U.S. Allies and partners address renewed challenges, including along Europe's eastern periphery. Reassuring, stabilizing, and supporting Allies and partners in Europe are vital to protecting American interests both on the continent and at home.

IO activities are essential to USEUCOM's ability to shape the security environment and achieve its military objectives. Activities conducted under Operation ASSURED VOICE (OAV) provide a powerful means to counter Russian aggression, challenge extremist ideology, and prepare for contingency operations. The USEUCOM AOR has the highest internet usage rate of any OCONUS Geographic COCOM; that characteristic simultaneously presents the Command with an unprecedented opportunity and efficient conduit for influence in the region. USEUCOM knows from experience that its adversaries will seek to gain an edge by using the internet to present false narratives and spread propaganda. USEUCOM desires to leverage the advanced technological environment in the USEUCOM AOR and use the internet as a principal, cost-effective means to reach target audiences critical to its objectives. These leading-edge capabilities and methods will augment and complement the more traditional military influence measures currently employed.

Fundamental to effective IO, the integrated employment, during military operations, of information-related capabilities (IRC) in concert with other lines of operation to influence, disrupt, corrupt, or usurp the decision-making of adversaries and potential adversaries is critical to protect U.S. interests. IRCs are a tool, technique, or activity employed within a dimension of the information environment that can be used to create effects and operationally desirable conditions. Some examples include:

- a. Electronic Warfare (EW)
- b. Military Information Support Operations (MISO)
- c. Military Deception (MILDEC)
- d. Operations Security (OPSEC)
- e. Cyberspace Operations (CSO)

USEUCOM also has an Integrated Air and Missile Defense (IAMD) Program. USEUCOM, with the approval of the Joint Staff (JS) and the Office of the Secretary of Defense (OSD), operates and manages the IAMD program in support of USEUCOM's Theater Security Cooperation; OSD and JS directed plans; and, operations and executive orders (EXORDs). The mission of the IAMD program includes interagency partnering, international military exercises, and the defense of U.S. interests abroad to enhance regional peace. The research and analyses conducted under this program enables USEUCOM to operationalize the President of the United States (POTUS)

mandated European Phased Adaptive Approach (EPAA) to BMD in Europe and NATO. Additionally, the research and analyses conducted under this program provide capability assessments regarding the U.S. military's ability to mitigate evolving missile defense threats posed by enemies.

USEUCOM continues to implement EPAA and further develop partnerships and assurances in NATO and in late 2015, USEUCOM expects to complete Phase 2 of the EPAA for BMD. The EPAA Phase 2 program provides enhanced medium-range missile defense capability to support USEUCOM plans and operations, including potential U.S. national contributions to the NATO BMD mission. The cornerstone of Phase 2 capability includes the first Aegis Ashore site, under construction in Deveselu, Romania. This site along with the integration of Aegis Combat Systems upgrades; Standard Missile-3 Block 1A and 1B interceptors; and Command and Control, Battle Management, and Communications (C2BMC) system updates are all required for EPAA to realize its full potential. In addition, while the broader basing agreement is complete, implementing arrangement negotiations for the second Aegis Ashore site in Redzikowo, Poland are on-track to support completion of Phase 3 capabilities in 2018. Phase 3 further enhances intermediate-range missile defense capability to support USEUCOM plans and operations, and is intended as a U.S. national contribution to the NATO BMD mission.

Additionally, USEUCOM is encouraging Allies and partners to invest in their own air and missile defense capabilities that are interoperable with the U.S.'s. Building an integrated network of interoperable IAMD systems will leverage cost-sharing and help spread the commitment among willing participants. U.S. Allies are also making investments in BMD capabilities, such as the Netherlands-Denmark-Germany effort to study the upgrade of the Smart-L radar systems onboard their Air defense ships, and the comprehensive programs underway in Poland and Turkey to upgrade their lower-tier air and missile defense capabilities. USEUCOM is working with the Defense Security Cooperation Agency and the U.S. Department of Defense (DoD) on developing authorities that will enable the U.S. to sell missiles and other weapons systems with retransfer rights to groups of NATO and other authorized nations.

C.1.1 PURPOSE

All work conducted under this TO shall enhance the ability of the U.S. military, other military forces, and U.S. DoD interagency partners to combat threats and to increase the security of U.S. and partner nation forces deployed.

The purpose of this TO is to support and provide the Government with assessments which identify and analyze evolving and emerging threats and provides the potential capabilities the U.S. military can utilize to combat the threats. These capabilities include, but are not limited to, IO activities, messaging platforms based on modern marketing techniques, BMD strategies, and C-IED measures. The ultimate end state of this TO is to bolster the U.S.'s security interests and positions, both at home and abroad, and to protect forces from emergent threats.

The contractor shall provide capability analyses and assessments; and, develop recommendations regarding USAFRICOM's and USEUCOM's security posture and ability to respond to threats from VEOs, non-state actors, and/or terrorists operating throughout the 100 plus countries located within each Command's area of interest (AOI). These outputs produced by the contractor shall enhance both Commands' ability to identify and to combat a broad range of evolving and emerging operations, capabilities, and threats.

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Under this TO, the contractor shall also provide analyses and assessments of the evolving threat of IEDs and the Army's C-IED readiness. The contractor shall utilize its analyses of this rapidly evolving IED threat to formulate an Operational Assessment to AtF that shall improve the Army's training strategy to equip both U.S. forces and provide partner nation capacity building. The contractor shall identify C-IED methods and TTPs which will provide forces with the capability to safely identify, mitigate, and neutralize the IED threat. The contractor is responsible for the development of Training Support Packages (TSPs) outlining the individual, collective, and leader training curriculum and for providing Home Station training to forces. The contractor shall also propose and, with Government approval, implement innovative training methodologies at installations across the world. For U.S. forces and partner nations, the contractor shall provide TSPs, intelligence analysis products and pre-deployment briefings, IED defeat tactics, computer generated simulation scenarios, and training and exercise support specifically customized to specific regional threats when required.

The deliverables produced under this TO shall provide a diverse set of information for the Government, taking into account geographic specific issues, localized threat resolution sets, technical assessments for varied geographies, and long term solutions that span global issues.

Based on the evolving political, operational, and fiscal environments, certain deliverables and/or services may be requested from the contractor as a situation develops. Some analyses may be requested on a "short-to-no notice" timeframe to enable operational or planning time constrained decisions. "Short-to-no notice" and "on demand" timeframes will have situation dependent definitions and can range from hours to days. The contractor shall provide all support as directed by the Government.

C.2 SCOPE

The scope of this TO is to provide the services identified in this Performance-Based Statement of Work (PBSOW) to the Army and its strategic and operational partners. Services shall be provided to the U.S. Army Forces Command (FORSCOM) HQ USEUCOM and its subordinate commands and the following subordinate commands:

- a. U.S. Army Reserve Command (USARC)
- b. First Army
- c. I Corps
- d. III Corps
- e. XVIII Airborne Corps
- f. 20th Chemical Biological Radiological Nuclear Explosive (CBRNE) Command

This TO also provides direct support to the Army National Guard (ARNG) and the following Combatant Commands (COCOM) and service component commands:

- a. U.S. Army Pacific (USARPAC)
- b. U.S. Army Special Operations Command (USASOC)
- c. U.S. European Command (USEUCOM)
 - i. U.S. Army Europe (USAREUR)
 - ii. U.S. Navy Europe (USNAVEUR)
 - iii. U.S. Air Force Europe (USAFE)
 - iv. U.S. Marine Force Europe (USMARFOREUR)
 - v. U.S. Special Operations Command Europe (USSOCEUR)

- d. U.S. Africa Command (USAFRICOM)
 - i. U.S. Army Africa (USARAF)
 - ii. U.S. Navy Africa (USNAVAF)
 - iii. U.S. Air Force Africa (USAFAF)
 - iv. U.S. Marine Force Africa (USMARFORAF)
 - v. U.S. Special Operations Command Africa (USSOCAF)

Additional COCOMs and their subordinate commands may be added to the list of supported commands in the future. Shifting and as yet unidentified missions can potentially expose U.S. Forces to IrW threats that are not currently identified in this TOR.

C.2.1 FORSCOM

FORSCOM is the largest command in the Army and is the Army's Force Provider to joint Combatant Commanders worldwide. FORSCOM combines the contributions of more than 750,000 Army National Guard, Army Reserve, and active component Soldiers. Headquartered at Fort Bragg, North Carolina, FORSCOM trains, mobilizes, deploys, sustains, transforms, and reconstitutes conventional forces, providing relevant and ready land power to Combatant Commanders worldwide in defense of the Nation both at home and abroad.

FORSCOM tailors the resources and training of its units to meet the specific and ever-changing requirements of Combatant Commanders and, when directed, those of U.S. civil authorities. These requirements can range from preparing soldiers to fight on the battlefield to providing relief to natural disaster victims. FORSCOM is responsible and accountable for the training and readiness of the Army Total Force.

As one Total Force, the Active Army, Army National Guard, and the Army Reserve (USAR) provide operating and generating forces to support the National Military Strategy and Army commitments worldwide. The Army will ensure that the Total Force is organized, trained, sustained, equipped, and employed to support Combatant Commander requirements.

FORSCOM is responsible for the planning, resourcing, and oversight of the Counter-IED Integration Cells (CI2Cs) at the FORSCOM installations in their mission of supporting units and the Corps and Divisions in the training of C-IED training at home station. This approach to Home Station training of non-standard/non-program of record, emergent requirements enables an increase in C-IED readiness, at a higher steady-state, throughout the "sustainable readiness model." FORSCOM also supports 20th CBRNE Command and First Army. 20th CBRNE Command support includes providing training and exercise planning support, advanced IED training device fabrication, and over-the-shoulder coaching (in a garrison, classroom and field environment) tailored to meet the Command's unique C-IED/core EOD training competencies. First Army's mission of validating the Reserve Components for deployment includes pre- and post-mobilization support.

The CI2Cs are teams aligned to the FORSCOM Corps and Divisions, 20th CBRNE Command, and First Army. The FORSCOM CI2C teams are the FORSCOM Commander's solution to provide home station C-IED training capabilities (primarily on non-standard and non-program of record systems) in order for units to meet progressive readiness requirements throughout the ARFORGEN cycle. The CI2C teams are aligned across the major FORSCOM installations, both Combat Training Centers (JRTC and NTC), and First Army installations. The CI2C teams are

advisers and trainers on all C-IED resources available for training and are the Senior Commanders' dedicated resource for C-IED pre-deployment training, tailoring training based on the units' mission requirements, and the commanders' training objectives. The major subject/topic areas in which the CI2Cs provide training support are posted on the FORSCOM C-IED Program AKO webpage: <http://www.forscom.army.mil/CI2C> in order to better share training information across the Army's force providers.

C.2.2 ARNG

ARNG is one component of the Army which consists of the Active Army, Army National Guard, and the USAR. The ARNG has a unique dual mission that consists of both Federal and State roles. The ARNG's federal mission is to maintain properly trained and equipped units, which are available for prompt mobilization for war, national emergency, or as otherwise needed. At the state level, the ARNG's mission is to respond in times of civil unrest such as battle fires or helping communities deal with floods, tornadoes, hurricanes, snowstorms or other emergency situations. ARNG is headquartered at Arlington Hall in Arlington, Virginia.

ARNG provides its commanders with the requisite support to plan and execute Home Station training in preparation for an array of evolving domestic and overseas operations through the Asymmetric Threat Training Support Program (ATTSP), consisting of the ARNG's C-IED Integration Cell (CI2C), and Explosive Ordnance Disposal (EOD) and Virtual Battle Space Suite (VBS) Integrator/Operator Programs. ATTSP acts as the ARNG Training Directorate Executive Agent in validating and administering ARNG VBS requirements within the TSS Enterprise. ATTSP also sustains the ARNG's Home Station training Capability; refines and socializes the ARNG's Strategy for Asymmetric Threat Training; and, supports the conduct of FORSCOM required C-IED training.

The Army Reserve conducts C-IED familiarization and training at unit level using various internal and external assets. In the early stages of the training cycle, units conduct Home Station training using internal assets to provide classroom instruction led by unit personnel, which may be augmented by the use of local training facilities and /or training enablers, such as VBS. As units progress through pre-mobilization training, units participate in a Warrior Exercise (WAREX) and Combat Support Training Exercise (CSTX) conducted during the two week Annual Training period where C-IED actions are part of the exercise scenario. Army Reserve units also leverage FORSCOM and National Guard training locations to provide pre-mobilization individual and collective training. Upon activation to Title 10 status (mobilization), Army Reserve units get C-IED training from First Army locations as part of their pre-deployment training.

C.2.3 USASOC

USASOC is a major command of the Army and the ASCC of the U.S. Special Operations Command (USSOCOM). USASOC is responsible for conducting worldwide special operations missions in dynamic and ambiguous high-risk environments. These special operations missions address threats from hostile states, VEOs, non-state entities, and individual actors increasingly willing to use violence to achieve their political and ideological ends. Examples of these special operations missions include, but are not limited to, counter-insurgency, counter-terrorism rations, security force assistance, unconventional warfare, information operations, direct action, special

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reconnaissance, civil affairs, and foreign internal defense. USASOC is headquartered at Fort Bragg, North Carolina.

As the Army Special Operations Forces (ARSOF) force provider, USASOC is responsible for ensuring that Combatant Commanders receive ARSOF that are trained and equipped to operate in an IED environment; and, leaders and soldiers who are confident of their ability to cope with the IED threat as part of global Special Operations Forces (SOF) operations. Conventional forces will routinely partner with SOF in all major home station collective training. Multi-echelon, multi-component training exercises that include SOF are the expected norm for all CTCs and Home Station training as much as possible. USASOC will continue to leverage JIEDDO, Asymmetric Warfare Group (AWG), and C-IED efforts of other organizations where they support ARSOF training and material requirements to enable unit commander's C-IED training program. C-IED training requirements are integrated per the USASOC Commanding General's Training Guidance and COCOM Pre-Deployment Training Requirements for individual, leader, and collective tasks. The USASOC trainers /C-IED integrators serve as the entry point for all ARSOF units to schedule and conduct C-IED training.

C.2.4 USARPAC

In the U.S. Pacific Command (USPACOM) AOR, USARPAC has been designated as the Supported Command for C-IED training and IrW Analysis. The USPACOM includes political and military interaction with more than 36 nations and covers more than 50% of the earth's surface, ten time zones, and more than 105 million square miles from the west coast of the U.S. to the western border of India, and from Antarctica to the North Pole. This AOR includes the most populous nation in the world, the largest democracy, and the largest Muslim-majority nation.

USARPAC is headquartered at Fort Shafter, Hawaii. The USARPAC Asia Pacific C-IED Fusion Center (APCFC) consists of four branches, the EOD/C-IED Division, Partner Nation (PN) Engagements, Irregular Warfare Analysis Center (IrWAC), and the C-IED Training Branch. The APCFC IrWAC conducts Intelligence collection and network analysis that leads to disruption, and countering or capturing adversaries and their IED facilitation networks. The APCFC Training Division provides commanders with regionally focused Program of Instructions/Training Support Packages (POIs/TSPs), Master Train-the-Trainer (T3) Program, C-IED Training Teams (CTT) and Readiness Validation Mobile Training Team (RVMTT), and PACOM specific IED training. The APCFC also provides training for Commander's with AW material and non-material solutions for non-standard and non-program of record C-IED systems.

C.2.5 USEUCOM AND SUBORDINATE COMMANDS

The mission of the USEUCOM is to conduct military operations, international military partnering, and interagency partnering to enhance transatlantic security and defend the United States forward. We do this by establishing an agile security organization able to conduct full spectrum activities as part of whole of government solutions to secure enduring stability in Europe and Eurasia.

USEUCOM is one of the U.S.' two forward-deployed Geographical COCOMs, whose area of focus covers almost one-fifth of the planet, including all of Europe, large portions of Asia, parts of the Middle East and the Arctic and Atlantic Oceans. The command is responsible for U.S.

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military relations with NATO and 51 countries on two continents with a total population of close to a billion people.

From its state-of-the-art plans and operations center, the command directs the operation of more than 100 thousand military and civilian personnel operations across 10.7 million square miles or 27.7 million square kilometers of land and 13 million square miles or 33.6 million square kilometers of ocean. The command is also responsible for maintaining the quality of life, including health care and schools, for almost 130 thousand military family members living in Europe. Headquartered in Stuttgart, Germany, USEUCOM is a joint forces community of approximately 1,000 U.S. Soldiers, Sailors, Airmen, Marines and government civilians, who work and live at four different locations around the city. USEUCOM is comprised of components from all of America's military services who provide ready forces to provide regional security

USEUCOM trains, equips, deploys and provides command and control of forward-deployed land forces, able to support and conduct the full spectrum of joint, and combined multi-national operations, and engagement activities.

USAREUR is an ASCC and it is responsible for training and equipping land forces. Additionally, USAREUR deploys and provides command and control of forward-deployed land forces, who are able to support and conduct the full spectrum of joint and combined multi-national operations and engagement activities. USAREUR is headquartered in Wiesbaden, Germany.

USAREUR provides C-IED training and training support for Title 10 and Multi-National Partners across Europe. The CI2C supports training in Baumholder and Grafenwoehr Germany and in Vicenza, Italy. The CI2C also has an area support mission for all units located at other casernes and for USAF, Navy, and Marine elements as needed. The Multi-National C-IED training team supports USAREUR and USEUCOM requirements with a resident training capability at Hohenfels, Germany and with Mobile Training Teams that deploy to NATO and Partner for Peace (PfP) Nations. U.S. and multi-national capabilities include all the core competencies for C-IED training for both Attack the Network (AtN) and for Defeat the Device (DtD) lines of effort. Both the Home Station and the multi-national CI2C support exercises and Rotations by providing over-the-shoulder support and After Action Reviews.

U.S. Naval Forces Europe is prepared for future challenges and mission requirements by operating, training, maintaining and sustaining combat-ready naval forces.

As the Navy component in Europe, U.S. Naval Forces Europe (NAVEUR) plans, conducts and supports naval operations in the European theater during peacetime and as tasked by the USEUCOM commander. With its headquarters at Naval Support Activity in Naples, Italy, NAVEUR directs all its naval operations through the U.S. Sixth Fleet (COMSIXTHFLT) commander based in Gaeta, Italy, and support activities ashore through the Navy Region Europe (CNRE) commander, headquartered in Naples. A Sept. 20, 2005 directive merged Naval Forces Europe and Sixth Fleet.

Though not a NATO command, NAVEUR ensures ready and logistics support of U.S. Navy ships and aircraft regardless if they were nationally or NATO assigned. NAVEUR also works with NATO commands and member governments in planning, operating and funding NATO facilities the U.S. Navy uses.

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Naval Forces Europe's area of responsibility encompasses 89 countries with a combined population of more than 1 billion people. Its landmass spreads across nearly 14 million square miles and touches three continents, while its maritime areas cover the Mediterranean and Black and Baltic seas. On Oct. 1, 2000, the maritime area expanded to include several million square miles in the Atlantic Ocean also. For planning purposes, NAVEUR divided the area of responsibility into six maritime regions according to the countries' maritime characteristics and their surrounding waters: Black Sea; Levant / East Med; Maghreb and North Africa; northern Europe and Baltic; northern Mediterranean; and sub-Saharan Africa.

For more information, visit NAVEUR's Web site: <http://www.navy.mil/local/naveur/>

U.S. Marine Corps Forces Europe taps pre-positioned assets to rapidly deploy expeditionary forces and equipment and conduct a wide array of operations.

Headquartered at Panzer Kaserne in Böblingen, Germany, U.S. Marine Corps, Europe (MARFOREUR), is USEUCOM's Marine Corps' component command, supporting in USEUCOM operations by advising the commander, other component commanders and task force commanders on the capabilities and proper employment of U.S. Marine Corps forces. It validates, deploys, sustains and redeploys all operational and logistical requirements for assigned and attached forces to accomplish missions in the USEUCOM theater. More than 1,500 Marines are based in Europe, approximately 140 of which are assigned to MARFOREUR.

Since July 1, 1980, when the U.S. established Headquarters, Fleet Marine Force, Europe, MARFOREUR has been assisting U.S. Naval Forces Europe, NATO, and USEUCOM. The command was initially established as a "designate" command that would serve as a larger staff's nucleus during peacetime operations. During international crises or war, the staff would be manned as a full component headquarters. Upon its inception, this command relieved stateside staffs of European plans and operations with a 40-Marine staff located in London. By 1989, more than 180 Marines operated in 45 separate locations across 19 countries in the European theater, supporting U.S., NATO and USEUCOM on joint, national or unified staffs, and serving as defense attaches, liaison officers, and UN military observers. Marines also participated in the Foreign Exchange Program and were students in Foreign Service schools throughout Europe. The command moved to Böblingen in 1993 and was renamed Headquarters, United States Marine Corps Forces, Europe in 1994.

In early years, the command provided support to a multitude of exercises and real-world contingencies including ongoing operations in the Balkan Region, such as combat operations in Kosovo and Operation Northern Watch. During the Kosovo campaign, the command reached its full Manning level and lost its "designate" title. Since that time, the command has remained fully staffed. Today, MARFOREUR is actively engaged in Eastern Europe. With programs such as the Georgia Deployment Program, training of the Republic of Georgia's military to support the International Security Assistance Forces in Afghanistan; the Black Sea Rotational Force, conducting security cooperation with more than 16 countries in the Black Sea region; and various other bilateral and combined exercises MARFOREUR is building strong partnerships with U.S. allies.

For more information, visit MARFOREUR's Web site: <http://www.marforeur.marines.mil/>.

U.S. Air Forces in Europe delivers its well-respected air power to support command missions due to impressive technology and a meticulous attention to logistics.

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Headquartered at Ramstein Air Base, Germany, U.S. Air Forces in Europe (USAFE), is a major air force command and also USEUCOM's primary air component, planning and executing air and space operations in Europe and Asia to achieve NATO and U.S. objectives based on the USEUCOM commander's taskings.

During most of the Cold War, USAFE was a fight-in-place force postured for a large-scale conflict. Since the fall of the Soviet Union, it has transitioned to an air expeditionary force with mobile, deployable people and resources that can simultaneously operate in multiple locations, able to conduct warfighting, humanitarian and peacekeeping operations, and other non-traditional contingencies. In peacetime, USAFE trains and equips NATO-affiliated Air Force units, also maintaining combat-ready units based from the United Kingdom to Turkey, and assets ready to perform close air support, air interdiction, air defense, in-flight refueling, long-range transport and maritime operation support. Despite a 67 percent drawdown of its main operating bases after the Cold War, USAFE remains a highly responsive and capable combat force.

More than 39,000 active-duty, reserve, Air National Guard and civilian employees are assigned to USAFE, and equipment assets include more than 200 fighter, attack, rotary wing, tanker, and transport aircraft, and a full complement of conventional weapons.

USAFE consists of two numbered air forces, Third Air Force and 17th Expeditionary Air Force, seven main operating bases and 114 geographically separated locations. The USAFE primary operating bases are: Royal Air Force Lakenheath, United Kingdom; Royal Air Force Mildenhall, United Kingdom; Ramstein Air Base, Germany; Spangdahlem Air Base, Germany; Aviano Air Base, Italy; Lajes Air Base, the Azores; and Incirlik Air Base, Turkey.

For day-to-day and contingency operations, these bases report to Ramstein's Third Air Force, which supports USEUCOM. It is USAFE's component numbered Air Force that maintains continuous theater-wide situational awareness.

For more information, visit USAFE's Web site: <http://www.usafe.af.mil/>

Special Operations Command Europe provides tremendous flexibility throughout a full range of military operations including combat, special operations, humanitarian assistance, non-combatant evacuations and joint-combined military operations.

SOCEUR exercises operational control of European theater Army, Navy and Air Force Special Operation Forces (SOF) and is responsible for SOF readiness, targeting, exercises, plans, joint and combined training, NATO and partnership activities, and execution of counterterrorism, peacetime and contingency operations.

C.2.6 USAFRICOM

USAFRICOM is one of the Geographic Combatant Commands and is responsible for military relations with African nations, the African Union (AU), and African regional security organizations. USAFRICOM is responsible for all U.S. DoD operations, exercises, and security cooperation on the African continent, its island nations, and surrounding waters. USAFRICOM is headquartered in Stuttgart, Germany.

Together, both USAFRICOM's and USEUCOM's critical mission sets include conducting military operations, international military engagements, and interagency partnering to enhance transatlantic security; and, includes defending the U.S. interests abroad by strengthening the

defense capabilities of internal states/countries, regional organizations, and international peacekeeping. When directed, USAFRICOM and USEUCOM must maintain the ability to conduct military operations in order to deter and defeat transnational threats and to provide a security environment conducive to good governance and development. These command missions describe an enduring strategic environment, rather than an end state, and, more accurately, call attention to the need for continuing and evolving U.S. engagement throughout the two Combatant Commands' AORs. Additionally, both commands operate in conjunction with their service component commands (including USAFE), and key stakeholders such as NATO partners, PfP nations, world allies, DoD, and DoS.

USAFRICOM and USEUCOM are both facing the challenge of significantly reduced budgets and fewer forward based capabilities to support their missions. Furthermore, USAFRICOM and USEUCOM leverage service component command organizations, thus requiring more efficient and integrated use of common staff and resources. The ability of the combatant command components to support both the African and European mission will be further challenged in the coming years by the many demands brought about by the regime change in North Africa, the U.S.-Russian engagement, and Levant tensions.

C.3 OBJECTIVE

This is a highly complex, performance-based TO with contractor support required at numerous geographical locations and installations worldwide. Coordinated service delivery and a sound approach to managing risk across all organizations are the primary objectives of this TO. Historically, the Army organizations in scope of this TO (FORSCOM, USASOC, ARNG, USARPAC, and USAEUR) have typically operated independently from one another. Along with the Army C-IED Strategy to AtF, one of the objectives of this TO is to bring these organizations together to build synergies, drive efficiencies, lower costs, and where appropriate and in conjunction with the Government, streamline processes and procedures, and engage in knowledge sharing activities. One of the ultimate end states of this TO is to develop a Total Army Force enduring Home Station training capability, ensuring Soldiers and units are ready and capable to conduct operations in IED environments. Similar to Army organizations, both USAFRICOM and USEUCOM have highly similar missions with different AORs. While it is not an objective to coordinate and streamline activities between those organizations as it is with the Army organizations, the contractor shall make recommendations to facilitate knowledge sharing activities where appropriate and in conjunction with the Government. Each COCOM is looking to gain synergies and efficiencies over the life of the TO.

C.4 TASKS

The following tasks are in support of this TO and are detailed below:

- a. Task 1 – Accounting for Contract Services
- b. Task 2 – Provide Program Management
- c. Task 3 – Provide Component-level Project Management
- d. Task 4 – Execute Transition-In
- e. Task 5 – Execute Transition-Out
- f. Task 6 – Strategic Planning and Capabilities, Threat, and Intelligence Analyses and Assessments
- g. Task 7 – Integrated Air and Missile Defense (IAMD) Program Support
- h. Task 8 – Information Operations and Special Activity Division (IOSAD) Support
- i. Task 9 – Operational Influence Platform (OIP)
- j. Task 10 – Army Adapt the Force (AtF) Assessment
- k. Task 11 – Training Support
- l. Task 12 – Army Logistics and Equipment Analysis
- m. Task 13 – Surge Support

C.4.1 TASK 1 – ACCOUNTING FOR CONTRACT SERVICES

The Office of the Assistant Secretary of the Army (Manpower & Reserve Affairs) operates and maintains a secure Army data collections site where the contractor shall report ALL contractor manpower (including subcontractor manpower) required for performance of this contract, excluding USAFE labor. This reporting requirement is for the U.S. Army only. Other services have not yet instituted this reporting requirement. The contractor shall provide an Accounting for Contractor Services Report (**Section F, Deliverable 1**) to satisfy this requirement. The contractor is required to completely fill in all the information in the format using the following web address: <https://cmra.army.mil>. The required information includes:

- a. Contracting Office, CO, COR.
- b. Contract number, including Task and Delivery Order number.
- c. Beginning and ending dates covered by reporting period.
- d. Contractor name, address, phone number, and email address, and identity of contractor employee entering data.
- e. Estimated direct labor hours (including subcontractors).
- f. Estimated direct labor dollars paid this reporting period (including subcontractors).
- g. Total payments (including subcontractors).
- h. Predominant Federal Service Code (FSC) reflecting services provided by the contractor (separate predominant FSC for each subcontractor if different).
- i. Estimated data collection costs.
- j. Organizational title associated with the Unit Identification Code (UIC) for the Army Requiring Activity (the Army requiring Activity is responsible for providing the contractor with its UIC for the purposes of reporting this information).
- k. Locations where contractor and subcontractor perform the work (specified by zip code in the United States (U.S.) and nearest city and country (when in overseas locations) using standardized nomenclature on website).

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- l. Presence of deployment or contingency contract language.
- m. Number of contractor and subcontractor employees deployed in theater this reporting period (by country).

As part of its submission, the contractor shall also provide the estimated total cost (if any) incurred to comply with this reporting requirement. The reporting period will be the period of performance, NTE 12 months, ending September 30 of each Government fiscal year. Reporting shall occur by October 31 of each calendar year or at the end of the contract, whichever comes first. Contractors may use Extensible Markup Language (XML) data transfer to the database server or fill in the fields on the website. The XML direct transfer is a format for transferring files from a contractor's systems to the secure web site without the need for separate data entries for each required data element at the website. The specific formats for the XML direct transfer may be downloaded from the web.

C.4.2 TASK 2 – PROVIDE PROGRAM MANAGEMENT

The contractor shall provide program management support under this TO. This includes the management and oversight of all activities performed by contractor personnel, including subcontractors, to satisfy the requirements identified in this PBSOW. The contractor shall identify a Program Manager (PM) by name who shall provide management, direction, administration, quality control, and leadership of the execution of this TO.

The contractor shall facilitate Government and contractor communications; use industry best-standards and proven methodologies to track and document TO requirements and activities to allow for continuous monitoring and evaluation by the Government; and ensure all support and requirements performed are accomplished in accordance with the TO. The contractor shall notify the FEDSIM Contracting Officer Representative (COR) and Technical Point of Contact (TPOC) via a Problem Notification Report (PNR) (**Section J, Attachment J**) of any technical, financial, personnel, or general managerial problems encountered throughout the TO period of performance (PoP).

The contractor shall provide strategic enterprise-level guidance that integrates support across all task areas; ensure support is IAW TO requirements; and, schedule meetings and provides deliverables in accordance with **Section F**.

C.4.2.1 SUBTASK 1 – COORDINATE A PROGRAM KICK-OFF MEETING

The contractor shall schedule, coordinate, and host a Program Kick-Off Meeting (**Section F, Deliverable 2**) within ten workdays of Project Start (PS) at a location approved by the Government. The meeting will provide an introduction between the contractor personnel and Government personnel who will be involved with the TO. The meeting will provide the opportunity to discuss technical, management, and security issues; and, to discuss transition activities, invoicing, travel authorization, and reporting procedures. Additionally, this meeting will provide the opportunity for the contractor and the Government to establish a common understanding of cost, schedule, and performance expectations.

At a minimum, the attendees shall include vital contractor personnel including Key Personnel, all Government stakeholders, the TPOC, the FEDSIM Contracting Officer (CO), and the FEDSIM COR. At the Kick-Off Meeting, the contractor shall provide a Kick-Off Meeting Agenda (**Section F, Deliverable 3**) that shall include, at a minimum, the following topics/deliverables:

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- a. Points of contact (POCs) for all parties
- b. Staffing Plan and status
- c. Security discussion
- d. Invoicing considerations
- e. Transition discussion

The contractor shall provide the following at the Kick-Off meeting:

- a. All deliverables required to be provided to the Government at the Kick-Off Meeting are listed in **Section F**.

The Government will provide the contractor with the number of participants for the Kick-Off Meeting and the contractor shall provide sufficient copies of the presentation for all present.

The contractor shall draft and provide a Kick-Off Meeting minutes report in accordance with **Section C.4.2.6, Provide Meeting Reports**, documenting the Kick-Off Meeting discussion and capturing any action items.

C.4.2.2 SUBTASK 2 – PREPARE A PROGRAM MANAGEMENT PLAN (PMP)

The contractor shall prepare and deliver a draft and a final PMP. The contractor shall utilize the PMP as the foundation for information and resource management planning. At a minimum, the PMP shall:

- a. Describe the proposed management approach including, but not limited to, the proposed program organization and staffing model/plan
- b. Provide an overall Work Breakdown Structure (WBS) and associated responsibilities and partnerships between or among Government organizations
- c. Describe in detail the contractor's approach to risk management under this TO and approach to communications including processes, procedures, communication approach, and other rules of engagement between the contractor and the Government
- d. Be integrated with the contractor's Quality Control Plan (QCP)
- e. Contain detailed Standard Operating Procedures (SOPs) for all support to be provided under this TO
- f. Include any milestones, tasks, and subtasks required in this TO

The contractor shall provide the Government with a draft PMP (**Section F, Deliverable 4**) on which the Government will make comments. The final PMP (**Section F, Deliverable 5**) shall incorporate the Government's comments. The PMP shall be updated as changes in the program occur (**Section F, Deliverable 6**). The PMP shall be reviewed and updated as needed on an annual basis, at a minimum and the contractor shall conform to the latest Government approved version of the PMP. The contractor shall keep the PMP electronically accessible to the Government at all times.

C.4.2.3 SUBTASK 3 – QUALITY ASSURANCE

The contractor shall provide a draft QCP as required in **Section F, Deliverable 7**. The final QCP shall incorporate the Government's comments (**Section F, Deliverable 8**). The contractor shall periodically update the QCP, as required in **Section F, Deliverable 9**, as changes in program processes occur. At minimum, the QCP shall be reviewed and updated once a year.

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Within the QCP, the contractor shall identify its approach for providing quality control in meeting the requirements of the TO. The offeror's QCP shall describe its quality control methodology for accomplishing TO performance expectations and objectives. The contractor shall fully discuss its validated processes and procedures that provide high quality performance for each Task Area. The QCP shall describe how the processes integrate with the Government's requirements and not just state that they are certified in a particular quality standard approach.

C.4.2.4 SUBTASK 4 – PREPARE A CONSOLIDATED MONTHLY STATUS REPORT (MSR)

The contractor shall develop and provide a consolidated MSR (**Section F, Deliverable 11**) in a format acceptable to the Government. The consolidated MSR shall be submitted electronically to the FEDSIM COR and the TPOC by the fifteenth (15th) of each month. The MSR serves as the Contractor Monthly Performance Report listed in the Award Fee Determination Plan (AFDP) (Section 7.1.1.b). The consolidated MSR shall mirror the TSM reporting format and include a summary description of the following activities occurring across **the entire TO** below:

- a. Status of Concept, Current Activities, and Collaboration Concept. This section includes a brief description of each task and its activities during the reporting period, including progress of ongoing, new, or completed activities.
- b. Issues, concerns, delays, and corrective actions also include proposed resolutions and risk mitigation plans for all identified issues that may affect project deliverables, personnel, or cost.
- c. Government actions required (deliverables awaiting Government approval, etc.)
- d. Financial status including
 1. Actual TO burn through the previous month and projected cost of each CLIN for the current month.
 2. Up-to-date spend plan including actuals and forecast.
 3. Cumulative invoiced amounts for each CLIN.
- e. Recommendations for modifications or improvements in tasks or processes and changes to the Program Management Plan.

C.4.2.5 SUBTASK 5 – PROVIDE PROBLEM NOTIFICATION REPORTS (PNRs)

The contractor shall notify the FEDSIM COR via a PNR (**Section J, Attachment J**) as soon as it becomes apparent to the contractor that a scheduled deliverable will be late, a cost overrun will occur, or any other event will occur that could negatively impact TO performance. The contractor shall include in the PNR the rationale, the expected mitigation strategy, and overall project impact. The FEDSIM COR will review the PNR and provide guidance to the contractor. Such notification in no way limits any Government contractual rights or remedies including, but not limited to, termination.

C.4.2.6 SUBTASK 6 – PROVIDE MEETING REPORTS

The contractor shall submit Meeting Reports (**Section F, Deliverable 12**), as requested by the TPOC and/or FEDSIM COR, to document meetings. The Meeting Report shall at a minimum include the following information:

- a. Meeting attendees and at a minimum, identify organizations represented
- b. Meeting date and location
- c. Meeting agenda
- d. Purpose of meeting
- e. Summary of what transpired (issues and risks discussed, decisions made, and action items assigned)
- f. Conclusion
- g. Recommendation(s)
- h. Next scheduled event(s) impacting or impacted by the meeting

C.4.2.7 SUBTASK 7 – CONVENE CONSOLIDATED TECHNICAL STATUS MEETINGS

The contractor PM shall convene a monthly Technical Status Meeting (**Section F, Deliverable 13**) via teleconference or video teleconference with the TPOC, FEDSIM COR, Component/Command Project Managers (CPMs), and other Government stakeholders. The purpose of this meeting is to ensure consistency and continuity across all areas, ensure all stakeholders are informed of the monthly activities and MSR, provide opportunities to identify other activities and establish priorities, and coordinate resolution of identified problems or opportunities. The contractor PM shall provide summaries of these meetings (**Section F, Deliverable 14**) including attendance, issues discussed, decisions made, and action items assigned for example. These minutes shall be provided to the COR within five workdays following the meeting.

C.4.2.8 SUBTASK 8 – PROGRAM COORDINATION

Work under this highly complex TO occur at numerous locations worldwide. Historically, organizations covered in the scope of the TO have operated independently. The independent nature of operations has led to a lack of efficiency in the management of activities and sharing of knowledge. One objective of this TO is to bring these various organizations into alignment in order to build synergies; identify and understand the interdependencies; develop and maintain consistency in process and procedures; prioritize knowledge sharing; and, realize efficiencies.

C.4.2.9 SUBTASK 9 – CONVENE INTEGRATED PROGRAM REVIEWS (IPRs)

The contractor shall convene IPRs (**Section F, Deliverable 15**) at a minimum of twice yearly in conjunction with the Government. The purpose of IPRs is to facilitate understanding and cross-leveling of emerging issues, newly developed best practices, and key lessons learned at the HQ and at each training site.

C.4.2.10 SUBTASK 10 – CONVENE TRAINING SUPPORT PACKAGE (TSP) REVIEWS

The contractor shall convene TSP reviews (**Section F, Deliverable 16**) at a minimum of twice yearly in conjunction with the Government. The objective of the TSPs is to assess the current

training curriculum in each organization in scope of this TO; and, documentation across the TO and its effectiveness based on After Action Reviews (AARs), lessons learned, etc. The contractor shall stay informed of the current status of doctrine because significant changes to the TSP may occur if there is a change to doctrine. Should changes to doctrine occur, the contractor shall make recommendations for updates or changes to the TSP. Upon Government acceptance, the contractor shall be responsible for making the approved updates and changes.

C.4.2.11 SUBTASK 11 – ESTABLISH AND MAINTAIN COLLABORATION PORTALS

The contractor shall establish and maintain collaboration portals which both Government - approved contractor personnel and Government personnel can access via the Common Access Card (CAC). The portals shall be hosted in a secure environment able to support both unclassified and classified information and shall be For Official Use Only (FOUO). The contractor shall provide the TPOC and the FEDSIM COR with a recommended strategy/solution (**Section F, Deliverable 17**) for these portals within 30 workdays of PS and once the TPOC and FEDSIM COR have provided the authority to proceed, the contractor shall have the portals operational (**Section F, Deliverable 18**) within 30 workdays of the TPOC and FEDSIM COR approval. The portals shall, at a minimum, contain the following information:

- a. Current PMP
- b. Current Transition-Out Plan
- c. Current QCP
- d. All Monthly Status Reports (including appended Trip Reports)
- e. Status on all deliverables previously provided or pending
- f. Current and past period cost data by CLIN

It is also the Government's intent that the sites be used as a central repository for all TO documents and deliverables developed under this TO to facilitate knowledge sharing across all locations, foster collaboration, and ensure efficiencies are gained.

C.4.2.12 SUBTASK 12 – PROVIDE ARMY C-IED PROGRAM COMMUNICATION AND OUTREACH

The contractor shall produce and disseminate products, such as awareness products (print, graphic, or video communications), C-IED training capability offerings, survey/summary reports, and/or review and analysis reports. The contractor shall conduct outreach, education, and training gap analysis to potential training user organizations to make leaders and soldiers aware of C-IED training opportunities. Articles publicizing the C-IED training being provided shall be shared and published, with Government approval, on social media platforms such as Twitter or Facebook. The contractor shall follow all applicable approval processes prior to publishing, posting, or sharing any information.

C.4.3 TASK 3 – PROVIDE COMPONENT/COMMAND-LEVEL PROJECT MANAGEMENT (FOR EACH COMPONENT/COMMAND)

The contractor shall provide component-level project management support for each organization listed below:

- a. FORSCOM

- b. USAEUR
- c. USARPAC
- d. ARNG
- e. USASOC
- f. USEUCOM, along with USAFRICOM and USAFE

The contractor shall be responsible for assigning tasks to its staff. This includes the management and oversight of all activities performed by contractor personnel, including subcontractors, to satisfy the requirements identified in this PBSOW. The contractor shall identify a Component Project Manager (CPM) by name for each of the organizations listed above who shall provide management, direction, administration, quality control, and leadership of the execution of all tasks within that area. The CPMs shall work in conjunction with each other and with the contractor PM to ensure consistency across all organizations and across all tasks. The Program Manager identified above shall coordinate the activities of the CPMs to align activities in order to build synergies; identify and understand the interdependencies; develop and maintain consistency in process and procedures; prioritize knowledge sharing; and, realize efficiencies.

C.4.3.1 SUBTASK 1 – PREPARE A COMPONENT-LEVEL BI-WEEKLY STATUS REPORT (BSR)

The contractor CPM shall provide a component-level BSR (**Section F, Deliverable 19**), prepared using Microsoft (MS) Office Suite applications and in a format acceptable to the Government. The component level Interim Monthly Status Report shall be submitted on a monthly basis in between monthly status reports in accordance with the PMP via electronic mail to the appropriate Government Technical Lead and the FEDSIM COR. At a minimum, the BSR shall include:

- a. A summary of continuing activities and action items carried over from the prior report, updated to include the current period's performance.
- b. Problems and corrective actions taken. Also include issues or concerns and proposed resolutions to address them.
- c. Personnel gains, losses, and status (security clearance, etc.).
- d. Government actions required.
- e. Project performance.
- f. Any significant risks identified by the contractor or Government.

C.4.3.2 SUBTASK 2 – CONVENE PROJECT STATUS MEETINGS

The contractor CPM shall convene a Project Status Meeting as needed with the TPOC, FEDSIM COR, and other vital Government stakeholders (**Section F, Deliverable 20**). The purpose of this meeting is to ensure that the Government has all the required information to make decisions, manage stakeholders, and coordinate activities. The contractor shall provide minutes of these meetings, including attendance, issues discussed, decisions made, and action items assigned, to the TPOC and the COR within five workdays following the meeting (**Section F, Deliverable 21**).

C.4.3.3 SUBTASK 3 – PREPARE TRIP REPORTS

The contractor shall provide trip reports (**Section F, Deliverable 22**) for all trips taken. The contractor shall keep a summary of all long-distance travel including, but not limited to, the

name of the employee, location of travel, duration of trip, and point of contact (POC) at travel location. Trip reports shall also contain, at a minimum, a detailed description of the strategic/operational impact of the trip, knowledge gained, and lessons learned. At a minimum, trip reports shall be prepared with the information provided in **Section J, Attachment K**.

C.4.3.4 SUBTASK 4 – PROVIDE MEETING REPORTS

The contractor shall submit Meeting Reports (**Section F, Deliverable 12**), as requested by the TPOC and/or FEDSIM COR, to document results of meetings. The Meeting Report shall include the following information:

- a. Meeting attendees and at a minimum, identify organizations represented
- b. Meeting date and location
- c. Meeting agenda
- d. Purpose of meeting
- e. Summary of what transpired (issues and risks discussed, decisions made, and action items assigned)
- f. Conclusion
- g. Recommendation(s)
- h. Next scheduled event(s) impacting or impacted by the meeting

C.4.3.5 SUBTASK 5 – CONFERENCE PLANNING SUPPORT

The contractor shall provide support, as directed by the Government, for events such as organized Government and inter-agency conferences, symposia, roundtables, and workshops related to the identification and characterization of current force threat capability gaps, rapid capability development, warfighting requirements, science and technology, IED training, and support to the Arctic Security Forces (ASF). The purpose of these various events is to promote the flow of information across Government and between international partners and representatives as well.

The contractor shall work in conjunction with the Government to support activities such as, but not limited to, the following:

- a. Developing the objectives, key issues, and discussion elements
- b. Providing logistical support and handling administrative details
- c. Coordinating with other agencies, organizations, or other international partners

The contractor shall also capture technical discussions and recommended priorities in Recommended Actions Reports (**Section F, Deliverable 23**). Information captured in the report shall be considered by the contractor in the execution of this TO.

C.4.4 TASK 4 – TRANSITION-IN

The contractor shall ensure that there will be, at the most, minimal service disruption to vital Government business and operations during transition-in activities. The offeror shall provide a proposal assuming all transition-in activities will occur during the Base Period.

The transition-in period for FORSCOM, ARNG, USASOC, and USARPAC shall begin at PS and shall conclude within 75 calendar days of PS. The transition-in period for tasks including work supporting USAREUR and USEUCOM shall begin once DoD Contractor Personnel Office

(DOCPER) and German Technical Expert Status Accreditation (TESA) approval has been received at both the TO and the personnel level. The transition-in period for USAREUR and USEUCOM shall be completed within 60 calendar days following required approvals.

As a result of the requirements surrounding DOCPER and TESA for personnel/work to be provided in Germany, the Government estimates that the transition-in period for USAREUR and USEUCOM will begin during the Base Period, but may potentially occur during Option Period 1. The contractor shall work in conjunction with the Government to support the TESA process. More information regarding TESA can be found here:

http://www.eur.army.mil/g1/content/CPD/docper/docper_germanyLinks.html

The contractor shall provide an updated Transition-In Plan (**Section F, Deliverable 10**), based on the contractor's draft Plan submitted with the proposal, to be approved by the Government.

C.4.5 TASK 5 – TRANSITION-OUT

The contractor shall provide a draft Transition-Out Plan within six months of award (**Section F, Deliverable 24**). The Government will work with the contractor to finalize the Plan in accordance with Section E (**Section F, Deliverable 25**). This Plan shall be reviewed and updated on an annual basis at a minimum (**Section F, Deliverable 26**). Additionally, it will be reviewed and updated quarterly during Option Period 4. The Transition-Out Plan shall include all the topics included in the Transition-In Plan. The contractor shall ensure the transition to the next contractor is effectively facilitated and executed.

The contractor shall provide Transition-Out support when required by the Government. The Transition-Out Plan shall facilitate the accomplishment of a seamless transition from the incumbent to an incoming contractor/Government personnel at the expiration of the TO. The contractor shall provide a Transition-Out Plan to the Government and provide updates IAW Section F. The contractor shall identify, at a minimum, how it will coordinate with the incoming contractor and/or Government personnel to transfer knowledge regarding the following:

- a. Project management processes
- b. Points of contact
- c. Location of technical and project management documentation
- d. Status of ongoing technical initiatives
- e. Appropriate contractor-to-contractor coordination to ensure a seamless transition.
- f. Transition of Key Personnel
- g. Schedules and milestones
- h. Actions required of the Government.
- i. A final invoice and close-out schedule with the dates and actions to be completed for TO close-out

The contractor shall also establish and maintain effective communication with the incoming contractor/Government personnel for the period of the transition.

C.4.6 TASK 6 – STRATEGIC PLANNING AND CAPABILITIES, THREAT, AND INTELLIGENCE ANALYSES AND ASSESSMENTS

C.4.6.1 SUBTASK 1 –STRATEGIC PLANNING AND CAPABILITIES ANALYSIS

The contractor shall assess the current strategic planning efforts for countries in the USEUCOM and USAFRICOM AORs to verify that appropriate concepts, capabilities, technologies, and non-materiel solutions have been identified and incorporated to enhance the effectiveness of theater and regional operations. This assessment shall extend to countries that enter the USEUCOM and USAFRICOM AORs through geographic alignments and re-alignment. This assessment shall include the analysis of the integration of C2 and critical mission systems infrastructure [e.g., Global Information Grid (GIG), transportation, logistic, public works, and Intelligence, Surveillance, and Reconnaissance (ISR)]; threats such as terrorism and proliferation of WMD (e.g., high-yield explosives and IEDs); threats to force protection; and, threats to the interests of Allies and partner nations (e.g., illicit trafficking, and global terrorism).

The contractor shall conduct gap analysis of strategies and plans in order to identify and mitigate any potential risks present in the core missions for USEUCOM and USAFRICOM, and their subordinate service component commands:

- a. U.S. Navy Europe (USNAVEUR)
- b. U.S. Navy Africa (USNAVAF)
- c. U.S. Air Forces Europe (USAFE)
- d. U.S. Air Force Africa (USAFAF)
- e. U.S. Army Europe (USAREUR)
- f. U.S. Army Africa (USARAF)
- g. U.S. Marine Force Europe (USMARFOREUR)
- h. U.S. Marine Force Africa (USMARFORAF)
- i. U.S. Special Operations Command Europe (USSOCEUR)
- j. U.S. Special Operations Command Africa (USSOCAF)

These core missions could include, but are not limited to, maintaining ready forces for global operations; securing global access theater-wide; enhancing support to NATO and the EU; and promoting regional stability. The contractor shall identify any risks and assess how susceptible the missions are to a changing strategic environment, transnational foreign fighters countering Russian aggression, foreign fighter flow, advancements in technologies [e.g., sensor and communication technologies aimed at enhancing missile defense and emergence of new threats (e.g., Iranian and Syrian missiles)].

The contractor shall conduct threat analyses of critical mission sets and critical competencies (e.g., security assistance/cooperation interactions with AOR countries to support operations in countries such as Mali and Central African Republic) so that USEUCOM, USAFRICOM, and their service component commands have the necessary information to provide a measured, well-informed, and timely responses to various threats. The contractor shall prepare Strategic Capabilities Assessment Reports (**Section F, Deliverable 27**) which contain the results of research conducted, describe the analysis performed, and include any proposed recommendations.

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The contractor shall conduct evaluations of current coalition and joint forces military capabilities [e.g., Non-Combatant Evacuation (NEO) and Vehicle Equipment Management, Assessment, and Training Teams (VEMAT)] to identify and recommend initiatives through cost-benefit tradeoff analysis for countries located in the USAFRICOM and USEUCOM AORs. The contractor shall conduct assessments on the impact of the changes implemented to national security objectives and policy upon current strategic objectives, capabilities, and plans. From these assessments, the contractor shall develop recommendations regarding Joint Capability Integration Development System (JCIDS) under the framework of the Capability Based Planning (CBP) process. The contractor shall also analyze and verify that the USAFRICOM and USEUCOM capabilities and directives plans remain highly adaptable and are compliant with national objectives.

The contractor shall also provide support for the execution of USEUCOM's NATO Response Force (NRF) program which includes, but is not limited to, support for the NATO RAP and other security cooperation programs which support Allies and partner nation participation in the NRF. This support includes, but is not limited to:

- a. Analyzing the NRF program Force Generation results and the Supreme Headquarters Allied Powers Europe (SHAPE) Long Term Rotational Plan.
- b. Identifying NRF exercises and priority countries.
- c. Supporting USEUCOM coordination with NATO Force Structure and Command Structure.
- d. Planning and assessing participation of rotational Army battalion task force training at Joint Multinational Training Command/Joint Multinational Readiness Center.
- e. Advising USEUCOM Command Group and USEUCOM J5/8 leadership engagement with DoD, DoS, and Congress on strategic policy and program issues related to NATO RAP and NRF.
- f. Providing subject matter expertise on building partner capacity (BPC) authorizations, funding, policies, and processes in support of the USEUCOM strategy.
- g. Synchronizing coordination of USEUCOM BPC program and legislative proposals with the DoD Office of the Secretary of Defense (OSD), JS, DoS, U.S. Office of Management and Budget (OMB), and Congressional Staff.
- h. Designing, analyzing, and provide recommendations for planning workshops supporting implementation of key security cooperation programs in accordance with the USEUCOM strategy and Theater Campaign Plan (TCP).
- i. Serving as the subject matter expert for all USEUCOM enabling NATO efforts as defined in the TCP to include development of specific tasks and identifying specific country focus areas, advising leadership, and providing assessment data on achievements of activities.
- j. Supporting ECJ5/8 participation in various NATO, DoD, and DoS conferences and roundtables by preparing and conducting briefing and providing guidance and advice to USEUCOM leadership at all relevant NATO forums.

The contractor shall also provide support to the development of the USEUCOM Arctic Strategy by providing advice on the design, development, execution, and analysis of Arctic related initiatives, plans, safety and security events and equities, and any other events in the region. This support could include, but is not limited to developing USEUCOM Arctic strategy and plans in the region; and, providing technical expertise for design and execution of seminars, conferences, tabletop exercises and/or staff training events for USEUCOM Arctic engagement.

C.4.6.2 SUBTASK 2 – SECURITY ASSISTANCE PROGRAM (SAP) ANALYSIS

The SAP is in place to strengthen bilateral (and in some cases multilateral) security relationships; enhance partner capacity and self-sufficiency; promote effective civil-military relations; and, provide recommended training, equipment, and material through security assistance programs, specifically through the Global Peace Operations Initiative (GPOI) program. GPOI is a U.S. Government-funded SAP intended to enhance international capacity to effectively conduct UN and regional peace support operations (PSOs) by building partner nation capabilities to train and sustain peacekeeping proficiencies; increase the number of capable military troops and formed police units (FPUs) available for deployment; and facilitate the preparation, logistical support, and deployment of military units and FPUs to Peace Operations (PO).

The scope of this subtask is focused on enhancing the capabilities of partner nations. Partner nations need to be able to defend themselves against current and future threats (e.g., Al-shabaab, al-Qaida, IEDs, and ISIL) defend and secure their borders; deter terrorists' infiltration of population centers; and, enhance the self-sufficiency of their existing and future critical infrastructure (e.g., communication networks, weapon system architectures, C2 structures), equipment, supplies, and training that is essential for force protection and counter-terrorism plans.

The contractor shall conduct socio-economic/culture data gathering of current GPOI partner countries and other eligible countries and regional organizations across Africa and Europe. Utilizing the data gathered, the contractor shall conduct gap assessments and develop and provide recommendations regarding end-states and benchmarks for partner nations, in partnership with the U.S. and international contributors, to build requisite partner nation capacity and capabilities such as training area infrastructure, equipment and training courses. The contractor shall be able to provide partner nations with the data necessary for the nations to achieve full training capability by assessing the nations' needs for the final stages of building sustainable, self-sufficient, peace operations training and equipment/infrastructure capabilities. The contractor shall document the analyses conducted; gap assessment results; and subsequent recommendations in Partner Nation Capacity Reports (**Section F, Deliverable 28**).

Additionally, the contractor shall work in conjunction with the Government to expand the GPOI program by prioritizing and adding new capable partner nations; assess potential new partner nation capacity to train for and contribute to peace operations; and, provide detailed analysis to the Commands for attending and contributing to national and international security cooperation forums (i.e., meetings of partner nations to discuss operational capabilities, gaps, and strategies to close the identified operational capability gaps) in partner nations. Additionally, the contractor shall also provide specialized GPOI training for European and African nations as directed by the Government.

The contractor shall also conduct research of current U.S. policy and guidance and develop analytical recommendations for Concept of Operations (CONOPS) and TTPs for both current and emerging security issues, including antiterrorism/force protection and full spectrum interoperability with countries in the USEUCOM and USAFRICOM AORs. The contractor shall assess capabilities and systems which detect, identify, and mitigate threats, such as the Counter-Radio Electronic Warfare (EW) Vehicle Receiver/Jammer (CVRJ). The contractor shall conduct anti-terrorism (AT) and force protection (FP) assessments, critical infrastructure protection assessments, and risk assessments. The contractor shall provide AT/FP Plans (**Section F,**

Deliverable 29) that define the recommended CONOPS for current and emerging security issues. The results of the assessments shall provide qualitative evaluations of force protection action results and related metrics. Additionally, the contractor shall provide FP Risk Assessment Methodologies (**Section F, Deliverable 30**) that identify critical assets/potential threats, assess any potential risks and the associated impacts, and analyze counter-measures. These assessments shall assist the Government in providing qualitative evaluations of force protection and related metrics for partner nations.

C.4.6.3 SUBTASK 3 – GLOBAL THREAT ASSESSMENTS AND INTELLIGENCE ANALYSES

Under this subtask, the contractor shall be responsible for constantly conducting global, enterprise-wide threat analyses in order to identify and recommend how the U.S. military can best defend itself against threats, such as IEDs, ballistic threats, WMDs, or purposeful EMI for example, as they arrive in the ever-changing world environment. As new global challenges arrive, the contractor shall be constantly assessing these threats and providing the Government with Global Threat/Intelligence Assessment Reports (**Section F, Deliverable 31**). Within these reports, the contractor shall focus on:

- a. Nontraditional information collection/intelligence gathering activities
- b. Threat trends
- c. Technologies employed
- d. Tools used
- e. Organization of networks
- f. Current crises
- g. Operational environments (including, but not limited to, the political, military, economic, social, information, infrastructure, and physical environment of the area)
- h. How information is being spread or migrated
- i. Additional information as required by the Government.

Outputs and information gathered shall also be utilized by the contractor to develop training curriculum or to support any work performed under this TO.

The contractor shall also look to the outside DoD community and across Government to participate in information sharing. The Government will look to the contractor to recommend how it can support other federal agencies — as part of the whole-of government approach — in defeating the threats they face. The contractor shall analyze threats prior to their arrival in the homeland. When requested by the Government, the contractor shall also provide DoD's interagency partners [e.g., Department of Homeland Security (DHS) and the Department of Justice (DOJ)] with information regarding the effects on probable targets and enemy threat TTPs; recommended courses of action (COA) to reduce identified risks; improved training by increasing the training's relevance to current threats and TTPs; and, exercise development in order to enhance the interagency's ability to deal with an evolving and complex threat. Leveraging its global awareness of the threat evolution, the contractor shall analyze information dissemination processes and technologies in order to provide recommendations which improve information flow, reduce uncertainty, and enhance the readiness of both DHS and DOJ, and the National Guard and DoD forces in support of these two agencies.

C.4.6.4 SUBTASK 4 – REGIONAL THREAT ASSESSMENTS AND INTELLIGENCE ANALYSES

Whereas the scope of subtask 1 was to conduct threat analyses at a global, enterprise-level view in order to identify trends; the scope of this subtask is to identify specific threats at a regional level and perform intelligence analyses in order to identify counter measures that can be taken to counteract the specific threats. Using technical, biometric, and forensic intelligence gathered, trends observed, theater lessons learned, deployment AARs, IED components discovered, events, and any other information or intelligence sources available to the contractor, the contractor shall provide specific intelligence analyses regarding concepts, threats, policies, and potential mitigation strategies.

The contractor shall provide Regional Threat/Intelligence Reports (**Section F, Deliverable 32**) which detail the results of the research conducted and the analysis performed, along with recommendations for counter measures to reduce risks associated with any potential and identified threats. Information analyzed shall be in accordance with the U.S. military's priority intelligence requirements and other information needs and shall include:

- a. Threat plans
- b. Mission analysis
- c. Technology research
- d. Concept and process development
- e. Social-cultural analysis
- f. Strategic plan development
- g. Transformation architecture development
- h. Coalition sharing initiatives
- i. Operations, dispositions, and capabilities supporting current operations and contingency planning

The contractor's analysis shall include information on regional use of IEDs and specific strategies that can be undertaken regarding how to counter/mitigate the IEDs. The contractor shall also examine threats from traditional foreign intelligence sources and from non-traditional, non-state actors such as Hezbollah or Al-Qaida. As a part of its analysis, the contractor shall also be looking sources such as at VEOs, state actors supporting terrorism, and Financial Intelligence (FININT). Additionally, the contractor shall research, compile, and analyze data related to intelligence from identity resolution; intelligence from information, material, or persons (IMP) collected on an objective, point of occurrence/event; and all source intelligence collection. The contractor shall provide recommendations which shall enhance the U.S. military's ability to support regional assessments as required for Commands, deploying forces, and selected agencies.

C.4.7 TASK 7 – INTEGRATED AIR AND MISSILE DEFENSE (IAMD) PROGRAM SUPPORT

The contractor shall provide support services for the USEUCOM Integrated Air and Missile Defense (IAMD) Program and USEUCOM service components IAMD/BMD programs. USEUCOM, with the approval of the JS and the OSD, operates and manages the IAMD program in support of USEUCOM's Theater Security Cooperation and OSD and JS directed plans, operations and execute orders (EXORDs). The primary objective of this task is to provide

credible planning, development, assessment, evaluation, and integration of USEUCOM and component IAMD that focuses on existing and future IAMD capabilities to ensure adequate protection of NATO, the USEUCOM AOR, and their populations. In addition, the contractor shall research and recommend appropriate plans and TTPs that ensure the successful employment of limited, critical IAMD assets.

The IAMD mission includes interagency partnering, international military exercises, and the defense of U.S. interests abroad to enhance regional peace. The contractor shall be required to support new concepts of national strategic policy, emerging technologies, and evolving partner nation requirements. The contractor shall also research and develop recommendations for next generation technological hardware and software, conduct mission capabilities evaluations, and provide the warfighter with an analysis of current and future technologies. Efforts under this task will enable USEUCOM to operationalize the POTUS mandated EPAA to BMD in Europe and NATO. The services to be performed under this task consist of the functional areas of IAMD operations, planning, integration, interoperability, resources, policy, strategy, cyber, threat analysis, C2, logistics, and exercises/war games. All deliverables produced by the contractor shall be updated as needed to ensure they remain representative of the current environment.

The contractor shall assess the ability of adversary nations, in both the near and long term, to target the USEUCOM AOR and the U.S. homeland with ballistic missiles. The contractor shall support assessment of short term enemy missile capabilities (2015-2020) and the U.S. missile defense deployment plans to counter the evolving threat. The contractor shall support the assessment of the strength of the proposed missile defense force and its ability to function effectively under various operational scenarios. The assessment and recommendations shall be consistent with national policy guidance and contribute to USEUCOM's development of the most effective, executable defensive counter air theater strategy to negate the present and future threats.

Utilizing all information gathered in performance of this TO, the contractor shall also support the development of and provide input into IAMD/BMD Concepts of Operations (CONOPS) for USEUCOM, USAFE, NAVEUR, and USAREUR. The CONOPS documents how operators will utilize the systems and C2, make changes to the systems, etc.

C.4.7.1 SUBTASK 1 – IAMD CURRENT AND FUTURE OPERATIONAL CAPABILITIES SUPPORT

This subtask focuses on current and future IAMD capabilities and requirements of US, friendly and adversary nations. The contractor shall provide force support requirements and evaluations of friendly and adversary strategy, operations, plans, capabilities, objectives, and gaps as they pertain to the defensive counter air mission. The contractor assessments shall meld strategic goals with capabilities to identify future requirements and potential shortfalls. The results of the contractor's analyses and assessments shall be documented in a IAMD Current and Future Capabilities Assessment (**Section F, Deliverable 33**) that also evaluates present sources of critical information; evaluates the effectiveness of the distribution systems; determines gaps in IAMD information and data sources/systems; and, explores the existing indications and warning (I&W) sources presently not being fully utilized.

The assessment shall also include, but is not limited to, the following:

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- a. Evaluation of existing capabilities of the U.S. and partner nations; and, the effectiveness of IAMD assets against the adversaries' offensive weaponry and asset survivability.
- b. Identification of critical gaps and an analysis of how susceptible IAMD missions are to the strategic environment and evolving technological advancements.
- c. Threat analysis of critical mission sets and competencies to provide measurable and well defined responses to present and future threats.
- d. Regional and global capabilities to attack existing information infrastructure, deliver WMD, attack allied IAMD assets, and deploy evolving air and ballistic missile technology against the U.S. and partner nations.
- e. Investigation of to what extent non-BMD mission requirements utilizing IAMD assets create gaps in these assets' ability to support IAMD of the USEUCOM AOR.
- f. Consideration of the availability of IAMD assets; their capabilities to defend against a missile salvo; and, their susceptibility to attacks attempting to neutralize their effectiveness.

The objective of the assessment is to detail organizations, systems, processes, interoperability, technology, and personnel to provide increased operational effectiveness, reduce risks, and provide actionable recommendations tailored to the IAMD community.

The contractor shall support assessments of the overall reliability of the U.S. IAMD systems and their ability to meet strategic objective goals and evaluate the effectiveness of existing IAMD assets, their mission capability rates, and operational impact of recurring maintenance, operational, and C2 issues. Additionally, the study shall research IAMD specific systems, technical components with a history of reliability, and integration/interoperability problems between U.S. and partner nations.

Additionally, the contractor shall support evaluations of future capabilities in all aspects of the IAMD environment such as technological advances, C2 interoperability, strategies, TTPs, and national strategic policies. The report shall also include future information/data/I&W requirements based on strategic planning and projected technology advances and the evaluation of future sensor programs, next generation interceptors, and expanding C2 interoperability and capabilities. The contractor shall also support integrating evolving defensive counter air IAMD requirements into long range planning to ensure the sensors, distributions and interoperability allow for easy of dissemination of relevant information. It is essential to confirm that USEUCOM's projected IAMD plans and programs are consistent with national policy guidance and are integrated throughout key IAMD agencies, the international community, and partner nations.

The contractor shall support assessment of strategic efforts in order to verify that existing defensive counter air concepts, EPAA, technologies, TTPs, plans, and strategies are accurately identified and incorporated to maximize interoperability and effectiveness of IAMD assets. This assessment shall build its foundation on IAMD's three major tenets: prevention, minimization of damage, and defeating threats presented by hostile nations. The analysis shall consider the evolving strategic environment, expanding battle space, partner nations' growing appetite for IAMD assets, and fiscal constraints.

The contractor shall support evaluations/assessments of all aspects involved in the deployment, operations and execution of defensive counter air assets. These assessments shall also examine the risks of the current concept of upper and lower tier engagement and gaps that could allow

certain offensive missile profiles to avoid the engagement envelopes for existing IAMD systems. The contractor shall support gap analysis of strategies, plans, and execution for USEUCOM and its subordinate service component commands. These assessments shall evaluate the core missions of the commands and their subordinate commands to identify and propose courses of action (COAs) in order to mitigate risks and weaknesses. These COAs include maintaining defensive counter air assets as an effective strategic deterrent force, securing critical information infrastructure, enhancing support to NATO, and promoting regional stability.

The contractor shall research and analyze the current and future integration, interoperability, and execution of C2 capabilities throughout USEUCOM, its subordinate component commands, and partner nations and produce a C2 Assessment (**Section F, Deliverable 34**). The focus of this assessment is to determine how USEUCOM, its subordinate component commands, and partner nations are connected and identify ways they can work in concert to further promote the BMD mission. This assessment shall evaluate the complex C2 infrastructure, policies, doctrine, TTPs, and their consistency/compliance with existing CONOPS and national security objectives. This analysis is to focus on the links between sensors and shooters; how the various C2 systems integrate time critical sensor information; and, the distribution of this information to appropriate theater and global end users. The assessment shall analyze IAMD C2 systems to enhance USEUCOM's ability to improve its effectiveness, interoperability with its allies, and meet the expanding threat to regional stability. The collection, collation, and timely dissemination of vital information are critical to the effective employment of defensive counter air assets. This assessment shall also analyze concepts of C2 for forward deployed sensors and shooters and identify C2 alternate and/or parallel lines of communication, recommend potential enhancements, and identify risks to the flow of critical data to the decision makers. Inherent in the analysis is the identification of single points of failure and increasing the survivability of IAMD C2 mission assets. This analysis shall incorporate the integration of C2 elements and critical IAMD mission support infrastructure (including, but not limited to, C2BMC, GCCS, GEMs, mIRC, and data links). The contractor shall also conduct research of the C2 systems and their capabilities to mitigate evolving ballistic missile threats (e.g., alternate weapon system combinations to address various regional missile threats) for USEUCOM and key partner nations. A structured systems analysis of the IAMD interoperability vulnerabilities, potential cyber-attacks, and prolific growth of air breathing and ballistic missiles threats that negatively affect capabilities development across the USEUCOM AOR shall also be conducted. Additionally, the analysis shall include an evaluation of the harmonization of the whole-of-government approach to facilitate allied contributions.

C.4.7.2 SUBTASK 2 – IAMD PLANS, POLICIES, STRATEGY, AND ENGAGEMENT

Under this subtask, the contractor shall support USEUCOM in building strategies for IAMD engagements. The contractor shall support analyses of existing gaps in strategic national policies, TTPs, and capabilities to include threat assessment of emerging concepts, C2 evolution, passive MD, training, transformation roadmaps, and technology improvement programs.

First, the contractor shall support evaluation, assessment, and recommendations for capabilities to enhance the follow on strategic planning of theater missile defense capabilities and the EPAA follow on programs which build on the IAMD foundation. The post EPAA strategy needs to ensure consistency with the EPAA end state objectives and the development of future operational architectures. The contractor shall identify, evaluate, and assess gaps in the overall

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IAMD system and its elements and processes that include threat assessments and emerging concepts, C2, missile warning, protection, force utilization options, capability realignment, training, transformation roadmaps, integration with air defense, policy, doctrine, and technology transformation programs. The results of the contractor's analyses shall support the Government strategy, policy, and plans.

Secondly, the contractor shall support progress analyses of EPAA and associated programs and how they contribute to stated USEUCOM objectives and desired end states. The analysis shall include independent qualitative, quantitative, and modeling assessments to identify gaps within each phase of the program. Future analysis shall be designed to examine the changing defense architecture and to test strategies designed to mitigate evolving threats. This analysis shall also consider the increased lethality of ballistic missiles (better accuracy, maneuverable reentry vehicles, early sub-munition release and more effective countermeasures) and the growing numbers of ballistic/cruise missiles with the potential to easily saturate existing IAMD systems. As a part of its support, the contractor shall support analysis of various configurations of sensor weapons systems to detect inbound missiles earlier (boost phase) in order to meet U.S. priorities and political commitments throughout the European theater. The contractor shall also consider and evaluate IAMD strategy and execution to ensure they adequately support USEUCOM Operational Plans (OPLANS). This evaluation shall assess current capabilities and processes in order to develop future sourcing of MD assets, policies, TTPs, and plans; their impact on the IAMD policies for the USEUCOM AOR is essential to enhance sourcing of globally limited IAMD capabilities in completion of phases two (2015) and three (2018) of the EPAA and to enable NATO BMD IOC and FOC decisions.

Under this subtask, the contractor shall also support research and evaluation USEUCOM and subordinate commands' IAMD strategy, CONPLANS, USEUCOM Instructions (ECIs), TTPs, and policies with respect to achieving stated IAMD end state goals. The contractor shall support strategy assessment and examine the missions imbedded in the operational plans and shall develop recommendations for appropriate provisioning of capabilities and resources. The contractor shall identify current guidance that may require revisions to existing documents/policies in order to maximize IAMD effectiveness. The contractor shall consider evolving and emerging threats as well when conducting critical analysis of the decision making processes and operational planning utilized by USEUCOM, subordinate commands, and partner nations in support of the IAMD mission and programs.

Additionally, the contractor shall support evaluations of various BMD asset configurations and placements to ensure maximum effectiveness in detecting, engaging, and destroying inbound offensive weapons. Detection and identification of inbound missiles as early as possible provides the best opportunity for IAMD defensive systems to engage and destroy threats. This analysis must balance the optimum configuration and location for IAMD assets with the vulnerabilities and threats associated with the optimum parameters. Placement of radars may be optimized by locating them in a specific country. The requirement for an agile and mobile combat force has necessitated a transformation in military resourcing and only certain countries can provide the critical locations that are needed for the current missile defense (MD) system. Early warning radars must be located within their operational parameters from a postulated enemy launch position in order to provide sufficient warning to friendly personnel. Interceptor missiles must be positioned in forward deployed locations such that they can provide an "intercept vector" to

incoming missiles. Forward deployed interceptors must be positioned where they might have the capability to “intercept” vice “chase” an inbound missile.

The contractor shall support trade-off analysis to balance the benefits of placement of sensors/interceptors with the political cost of placement in that country along with the consideration of whether or not the location is secure and whether the system would be survivable or vulnerable in that placement against the risks presented by adversaries’ offensive threat. The contractor shall support assessments of the impact of changing national security objectives and policy changes upon current strategic objectives, capabilities and plans.

The contractor shall support USEUCOM partner nation engagement plans, specific to the IAMD mission. This support shall include understanding how to better utilize partner nation resources and build partner nation capacity while stabilizing and enhancing the partner nations’ ability to operate across the spectrum of exercises and conflicts. These partner nation engagement plans also detail the research and technical analysis of logistics survivability requirements and identify gaps related to supporting the Joint Deployment and Distribution Enterprise (JDDE).

Additionally, the contractor shall support assessment of points of integration with partners, host nations, and Non-Governmental Organizations (NGOs), and their impact on contingency operations. The contractor shall support recommendations for development of a regional engagement strategy for partner nation IAMD. The contractor shall support identification of key risks to future deployment, engagement, and exercise plans. The development of these plans shall be more critical as more assets are deployed, e.g., as Aegis ashore is deployed, force protection and ability to regenerate these forward based assets will be of a strong consideration. These assessments of logistic planning and partner nation capabilities is key to the success of the EPAA, as the geophysical location of missile defense assets is critical to the optimization of the system.

C.4.7.3 SUBTASK 3 – IAMD EXERCISES AND TRAINING

The USEUCOM IAMD community receives training at all levels in the form of live operations and exercise activities. These training activities provide COCOM and components with critical insight to key variables; offer a realistic crosscheck for theoretical constructs; and confirm deployment schedules for the proper and most efficient means of utilizing key IAMD assets.

The contractor shall support evaluation, preparation and design of various types of tests/exercises (tier I-IV). This support shall include recommendations for academics, war gaming, operational training, and experimentation supported by live, virtual, and constructive modeling and simulation to effectively understand and execute the U.S. and NATO IAMD mission for the USEUCOM Commander, Area Air Defense Commander (AADC) and the NATO Air Defense Commander (ADC). The contractor shall utilize M&S systems that are supported by the Missile Defense Agency (e.g., I-Sim, C2BMC planners, weapon system specific planners). The contractor shall also examine Joint Test War Gaming, experimentation, exercise planning and execution; and the support shall include technical analysis of the systems, realism of the situational parameters, and execution of the exercise sequencing and accuracy of the evaluation system.

Additionally, the contractor shall support war game assessments to evaluate how well the training accomplished the specified objectives. This includes evaluating the exercise design and execution; and, identifying gaps in training, guidance, technology, and personnel. The contractor

shall support analysis that identifies mission risks and their effect on the success of the mission and observed exercise deficiencies and recommendations for improvement to enhance the Joint Training Readiness Exercise programs by providing critical training/exercise insights to staff leadership.

C.4.7.4 SUBTASK 4 – IAMD RESOURCE MANAGEMENT AND LOGISTICS SUPPORT

In order to determine if BMD assets are used and distributed efficiently/effectively, the contractor shall support evaluations of the present/future BMD asset distributions and develop recommendations for improvement. Evaluations include existing manning, equipment and fiscal allocation, and efficiency of the current distribution to achieve strategic objectives and meet future requirements. The contractor's shall also support USEUCOM Integrated Priority Listing (IPL) and Program Objective Memorandum (POM) processes and enable successful advocacy for BMD systems and programs to further USEUCOM IAMD missions.

Additionally, the contractor shall provide support by evaluating the logistical network's ability to support existing and future IAMD facilities, distribution systems, and establish necessary replacement inventory. The analysis shall evaluate the feasibility, sustainability, and risks which exist in the present IAMD environment. Based on existing procurement and planning criteria, the contractor shall also assist in identifying and evaluating all potential logistical failure points that could inhibit future IAMD systems capabilities and effectiveness and making recommendations for improvement.

C.4.7.5 SUBTASK 5 – IAMD INFORMATION ARCHITECTURE ANALYSIS

USEUCOM is also looking for analyses of cyber technology, namely the capability to identify and make recommendations to mitigate susceptibilities/vulnerabilities for existing/future IAMD architecture, software and hardware, and evaluation of areas requiring further attention. To accomplish this, the contractor shall assess and evaluate the existing IAMD information architecture to identify existing and potential vulnerabilities which have or could result in disruptions to service/mission or are susceptible to infiltration. The contractor shall also provide recommendations for mitigation for identified vulnerabilities. USEUCOM and components desire to examine operations in order to assess the effectiveness of existing information processing architecture, policies, and personnel to exchange critical data. This includes providing an analysis of the interoperability of systems within the IAMD community to include EUCOM, components, adjacent COCOMs, and partner nations. The evaluation shall include a technical study of the various C2 systems, alternate methods of information exchange, single-point failures, and geographic barriers to unimpeded flow of critical mission data. The report shall detail USEUCOM integration with various non-U.S. entities and the vulnerabilities exposed by the dissimilar systems and provide potential solutions to mitigate vulnerabilities. A detailed evaluation and assessment of the BMD information systems and IAMD information architecture, as described above, shall be provided in an IAMD Information Architecture Vulnerabilities Evaluation (**Section F, Deliverable 35**).

C.4.8 TASK 8 – INFORMATION OPERATIONS AND SPECIAL ACTIVITY DIVISION (IOSAD) SUPPORT

This task shall provide support to the USEUCOM Information Operations and Special Activity Division (ECJ39) community. Under this task, the contractor shall analyze and produce assessments which evaluate friendly and adversary operations, capabilities, objectives, and gaps as they pertain to the IO mission. This includes, but is not limited to, melding strategic goals with capabilities in order to identify future requirements and potential shortfalls; and, examining organizations, systems, processes, interoperability, technology, and personnel. The objective is to provide operational effectiveness, reduce risk, and provide actionable recommendations tailored to the ECJ39.

C.4.8.1 SUBTASK 1 –PROGRAMMATIC SUPPORT

Under this subtask, the contractor shall provide program management support to the ECJ39. This support may include, but is not limited to, overseeing the execution of ECJ39 program security requirements; participating in activity planning; preparing packages and briefings; and, facilitating approval of activities supporting ECJ39 with USEUCOM leadership. The contractor shall review program regulations and submit changes, on behalf of the ECJ39, through the USEUCOM staff for submission to the JS.

The contractor shall also assist the ECJ39 in overseeing the development of a sustainable process for formulating IO metrics; articulating information requirements; establishing regular reporting criteria and timelines to satisfy operational and theatre assessment requirements; and, interfacing with USEUCOM ECJ7 and other theater assessment activities. Under this task, the contractor shall be responsible for supporting activities including, but not limited to the following:

- a. Assess IO activities included in USEUCOM plans and operations.
- b. Develop metrics [measures of effectiveness (MOE) and measures of performance (MOP)] to support aspects of IO planning such as Concept of Operations Plans (CONPLANs), Operations Plans (OPLANs), Country Cooperation Plans (CCP), and theater/regional and crisis action planning.
- c. Articulate to internal USEUCOM and external organizations the information requirements needed to satisfy developed metrics.
- d. Report measurable relevant data to USEUCOM ECJ39 leadership, as required, in order to support command operational and theater assessment requirements.

C.4.8.2 SUBTASK 2 – IO PLANNING

Under this subtask, the contractor shall support USEUCOM in conducting research, forming capabilities, and developing and executing IO plans. USEUCOM will look to the contractor to provide expertise in articulating information requirements needed to drive IO planning; establishing regular reporting criteria and timelines to satisfy operational and theatre IO information requirements; and, interfacing with USEUCOM ECJ2 and other theater intelligence activities. As directed by Headquarters (HQ) USEUCOM, the contractor shall provide IO support to the USEUCOM subordinate service component commands as well.

The contractor shall support to activities including, but not limited to, the following:

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- a. Integrate and synchronize theater IO efforts into IO plans and operations to address current and future OPLANs.
- b. Review of all EW, Military Information Support Operations (MISO), Military Deception (MILDEC), Cyberspace Operations (CSO), and Operations Security (OPSEC) activities.
- c. Analyze the development of procedures, organizations, and the allocation of IO responsibilities and tasks to intelligence and operational organizations across the region.
- d. Support the analysis and implementation of IO and Special Technical Operations (STO) tools and capabilities.
- e. Support IO in experiments, exercises, and other events.
- f. Design and insert IO activities into the USEUCOM Regional/Country Cooperation Plans (RCP/CCP).
- g. Support development of CONOPS and requirements for IO capabilities and programs that will enhance warfighting capabilities.
- h. Provide options that utilize IO and STO capabilities to enhance current operations, crisis response, and force protection.
- i. Provide support to the conduct of theater scenario exercises with Command elements utilizing strategic and operational IO capabilities.

C.4.8.3 SUBTASK 3 – OPERATION ASSURED VOICE (OAV) SUPPORT

USEUCOM requires contractor support in the development of metrics to support command operational and theater assessment requirements and to support OAV. OAV provides the strategy for all IO planning for USEUCOM. Similar to subtasks above, USEUCOM desires the contractor to create and establish a sustainable process for formulating metrics, articulating information requirements, and establishing regular reporting criteria and timelines for maintenance of OAV. In its analysis of OAV, the contractor shall consider operational and theater assessment requirements; interfaces with USEUCOM communication capabilities; other theater IO activities; TCP changes; and, higher-level guidance. The contractor shall represent ECJ39 in Communications and Engagement planning meetings related to OAV as directed by USEUCOM.

Under this subtask, the contractor shall also provide IO support to the USUSEUCOM subordinate service component commands. For example, for NAVEUR, the contractor's focused area of IO responsibility shall be the OAV and the contractor shall work to execute the OAV mission while working toward the goals of NAVEUR and ensuring all support is consistent with IO plans. The contractor shall also analyze and provide recommendations for Maritime Supporting Plans (MSP) development and IO assessments. Additionally, the contractor shall support capability development activities through interactive communications, meetings, and coordination with other staff elements/components/COCOMs; and, foster innovative ideas to improve processes, procedures, and promote USEUCOM's IO objectives.

C.4.8.4 SUBTASK 4 – IO INTELLIGENCE ANALYSIS

USEUCOM has a multi-tiered sensitive compartmented program and USEUCOM requires contractor security assistance support and expertise to manage the program. The contractor shall support USEUCOM by providing operational and strategic planning expertise to support the development and implementation of sensitive compartmented plans and activities to be conducted by USEUCOM. This support could include, but is not limited to, preparing detailed intelligence estimates and operational proposals and performing collection management. In

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collaboration with the USEUCOM ECJ2, the contractor shall identify, develop, and synchronize intelligence requirements through all-source research. Classified and unclassified data sources in support of these compartmented activities and in accordance with USEUCOM requirements shall be employed. Contractor support under this subtask includes, but is not limited to, the following:

- a. Developing, nominating, and coordinating collection requirements within USEUCOM and the wider Intelligence Community (IC).
- b. Collaborating support across the tactical, operational, and strategic information spectrum throughout USEUCOM (including its components), the JS, service subject matter experts, other COCOMs, and the IC.
- c. Responding to Requests for Information (RFIs) for intelligence issues within the theater, ranging from phone responses to questions received during normal business hours to formalized responses requiring in-depth research and analysis taking several weeks.
- d. Developing and maintaining processes to facilitate multi-disciplined intelligence support to ECJ39 special activities and USEUCOM components.
- e. Maintaining a thorough awareness of worldwide intelligence activities as they relate to ECJ39 guidance.
- f. Participating in activity planning; preparing packages and briefings; and, facilitating approval of activities supporting ECJ39 with USEUCOM leadership.
- g. Facilitating intelligence support through the JS and the IC.
- h. Representing ECJ39 in providing direct support to USEUCOM plans and operations.
- i. Reviewing intelligence related program regulations and submitting changes on behalf of ECJ39.

The contractor shall also provide support to the USAREUR IO by researching, analyzing, and producing near- and long-term all-source assessments on political, military, economic, social, criminal, terrorism/counter-terrorism, or multi-discipline intelligence issues in response to G7 information/intelligence requirements. Through classified research of theater and national level resources, including data bases and open source information, the contractor shall provide timely written and oral assessments. These assessments shall be specialized to political, military, and terrorism/counter-terrorism threats in support of a wide-range of operations, plans, and exercises. Other contractor support that shall be required includes, but is not limited to, the following activities:

- a. Interpreting complex political and economic developments and providing concise and coherent briefings on sensitive USAREUR issues.
- b. Preparing specialized analytical products to support of IO planning, operations security and protection of the force activities, cyber activities, and other influence activities, such as determining adversary intelligence collection methods, conduits, capability, and intent.
- c. Performing I&W analyses.
- d. Analyzing and producing IO collection requirements in support of intelligence gaps and working with the USAREUR G2 to develop, identify, validate, and coordinate collection priorities.
- e. Collaborating with the USAREUR G2 to participate in analytical exchanges; and, to liaison and coordinate with joint U.S., allied, and coalition intelligence organizations.
- f. Coordinates with USAREUR G2 for multi-disciplined intelligence and information gained from law enforcement activities including coalition, allied, host nation, and national agencies.

- g. Supporting USAREUR G7 Phase 0 shaping and steady-state operations as well as phase 1-5 operations, and providing appropriate estimates and input to orders/planning documents.
- h. Coordinating and working with other staff elements and agencies as required.

Finally, the contractor shall support the USSOCEUR SOJ39 in providing security assistance support to USSOCEUR-conducted plans and activities by conducting periodic, comprehensive IO assessments and evaluations of USSOCEUR's IO programs. The contractor shall also develop products in supporting mission areas, plans, and operations; and, unclassified information sharing (UIS) technologies.

C.4.8.5 SUBTASK 5 – ALTERNATIVE AND COMPENSATORY CONTROL MEASURE (ACCM) SYSTEM

USEUCOM and other client agencies require support with the development and implementation of a formalized, coordinated, sustainable, automated, and assessable process for the management of the Alternative and Compensatory Control Measure (ACCM) system and other security programs. The contractor shall develop and coordinate USEUCOM and other client agencies policies and instructions for Special Activities programs, along with instruction for the implementation and execution of the ACCM and Focal Point Protection programs (FPP). The contractor shall develop and implement the following:

- a. Metrics (MOE and MOP as required) to support aspects of FPP planning (FPP program implementation, TCP, CONPLANS, OPLANS, and crisis action planning to include receipt, storage, and transmission of FP information within USEUCOM and other client agencies).
- b. Automated workflow processes from access requirement through briefing to de-briefing within the ACCM and FPP programs.
- c. Initial plan of instruction IAW the Instructional System Development (ISD) model.
- d. Annual plan of instruction IAW the ISD model.
- e. Assessment processes and criteria for tracking personnel accessed to ACCMs with timeline associated from identification to actual briefing.
- f. Assessment processes to determine efficacy in coordinating cross-COCOM clearance transmission.

C.4.8.6 SUBTASK 6 – SHAREPOINT CONTENT MANAGEMENT

The contractor shall provide SharePoint Content Management to include end-user support services for ECJ39 SharePoint SIPR and NIPR Environments. The contractor shall apply knowledge of information design and architecture, usability, journalism, communications, and related fields to produce professional quality content. This work may include developing use-cases for information delivery, organizing, managing, maintaining, updating, writing, integrating, and editing SharePoint Content.

The contractor shall be responsible for developing and maintaining the baseline for the ECJ39 Portal pages, as well as, converting and cataloging dynamic/non-standardized reports to ensure USEUCOM and DoD users have access to these reports in a secure manner. The contractor shall perform specific duties that includes, but is not limited, to:

- a. Uploading and managing USEUCOM ECJ39's SharePoint content.

- b. Troubleshooting content-related issues, processes, user accounts, security issues, and procedures within enterprise SharePoint portal applications.
- c. Serving as the technical lead for the USEUCOM ECJ39's SharePoint activities by liaising with both ECJ39 users and the Enterprise SharePoint team.
- d. Serving as USEUCOM ECJ39's point-of-contact for security issues associated with the portal and maintaining a cyber-security awareness to understand how a potential adversary may conduct nefarious activities against the portal.
- e. Monitoring performance of ECJ39's SharePoint instances.
- f. Advising the staff on proper document profiling and customization.
- g. Streamline existing and/or design new methods/capabilities to manage USEUCOM ECJ39's information.
- h. Providing user training to enhance the ECJ39's ability to distribute information.
- i. Serving as the ECJ39's Knowledge Management SME by liaising with USEUCOM's Knowledge Management team.

C.4.9 TASK 9 – OPERATIONAL INFLUENCE PLATFORM

The contractor shall provide support and assistance to the USEUCOM ECJ39, in conducting market research, creative and content development, and best-in-class digital and traditional behavior change marketing techniques within areas of interest in the USEUCOM AOR and neighboring COCOM's AORs in direct support of military objectives and operations. This includes providing services in market research and analysis, digital and traditional marketing, and application of those methods. The contractor shall possess detailed knowledge of the European media environment to include EU and host nation laws and regulations. All products provided by the contractor and any accompanying reports shall be complete, ready for distribution, consistent with a high level of quality control, culturally sensitive and appropriate, encompass a wide range of topics, and relevant to the audience identified by USEUCOM ECJ39. The contractor shall participate in USEUCOM working groups serving as a traditional and digital media marketing subject matter expert (SME). If directed by USEUCOM, the contractor shall also provide this SME support on the behalf of USEUCOM to other DoD and interagency partners. Additionally, as requested by USEUCOM, the contractor shall provide training to relevant USEUCOM staff on the use of traditional and digital media in support of operations.

The primary objective of this task is to develop integrated marketing, outreach, and communications in support of themes and objectives derived from the USEUCOM TCP objectives, emerging contingencies, and approved plans and programs in direct support of military objectives and operations. The contractor shall develop, produce, disseminate, deliver, and assess the effectiveness of localized and culturally appropriate content. The contractor shall utilize modern behavior change marketing techniques to identified foreign audiences, influencers, and key communicators, and assess the effectiveness of messaging on their behaviors. As emerging technologies become available, the contractor shall be responsible for incorporating them into deliverables and programs. The contractor shall also advise USEUCOM IO planners on OIP task integration and provide recommendations and inputs into the USEUCOM planning efforts including deliberate, crisis, and steady state. The subtasks identified below will be required to be performed with Government supervision. All reports produced and data provided by the contractor shall be in a format agreed upon by the contractor and USEUCOM, and adjusted as necessary. At the start of performance of this task, one target

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audience program will be operational and as approvals of a proof of concept are gained, contractor-required support will be expanded to other countries and regions. On-going research across the USEUCOM AOI shall be required beginning at the start of performance of this task.

For all work performed under this task, at no time will the work performed by the contractor or the deliverables and data produced by the contractor target or collect data on U.S. citizens. All information must be truthful and clearly attributable to USEUCOM and the contractor shall operate within and in accordance with USEUCOM authorities and permissions.

The Government will retain full ownership of all content developed in support of this USEUCOM OIP task.

Upon conclusion of work under this task, the contractor shall transfer ownership of all website addresses, applications, and log in and user names of all applications created or used during the TO performance to USEUCOM.

C.4.9.1 SUBTASK 1 – TARGET AUDIENCE RESEARCH

The contractor shall conduct industry standard research on target audiences, as specified by USEUCOM and in multiple regions across the USEUCOM AOI, in order to develop an understanding of these highly complex audiences. The contractor shall utilize available industry data, including market data available for purchase, and outside reports and other data provided by USEUCOM, and develop audience profiles for the areas of interest. Where standard data tools are not available, the contractor shall be required to conduct non-traditional forms of primary research. The contractor shall provide demographic/segment data (**Section F, Deliverable 36**) on audiences in the area of interest to the Government. This data could include, but is not limited to, age, gender, external, and internal conditions and influences that drive their behavior, media consumption, geographic concentration of USEUCOM identified groups or segments (i.e. military age individuals), online/digital concentration, and networks (both real life and digital). The contractor shall also identify Key Communicators to target audiences, including, but not limited to, biographical data, professional background, educational background, personal background, influencer qualifications, political/state affiliations, user activity, platforms they are active on, their online messaging/objectives, and their audience/followers. The contractor is also responsible for validating any open source information using Secure Internet Protocol Router (SIPR) and Joint Worldwide Intelligence Communications System (JWICS) tools.

C.4.9.2 SUBTASK 2 – TARGET MARKET RESEARCH

The contractor shall conduct industry standard market research in areas designated and prioritized by USEUCOM. Research shall include, but is not limited to, the identification of evolving media vehicles and platforms (such as traditional or digital for example) and their characteristics; advertising costs in the various types of media; and, market tactics utilized in the area. The contractor's research shall focus on the identified geographic markets, regions, and audiences and shall ensure that information on U.S. persons is not collected or utilized. The contractor shall provide the following (**Section F, Deliverable 37**) to the Government:

- a. Major media outlets and audience segments media consumption characteristics in the target market which could include traditional media as well as digital media outlets (including, but not limited to, social media) and available advertising options and networks used in the target market.

- b. Advertising costs [e.g., cost per thousand impression (CPMs)] for each media vehicle or platform, by language.
- c. Recommended mobile platforms, connections (for example 2G or 3G), network architecture, and hardware and software capabilities in the target market.
- d. Languages used in various media outlets.
- e. Ownership and alignment (including, but not limited to, pro-USEUCOM objective or anti-USEUCOM objective) of various media platforms.
- f. Instances of censorship/one sided reporting, or intentional blackouts (including but not limited to, jamming).
- g. Methods to shape the identified media landscape and new and emerging marketing technologies and techniques; and, to maximize use of industry best practices.

The contractor is also responsible for validating any open source information using SIPR and JWICS tools.

C.4.9.3 SUBTASK 3 – PROGRAM STRATEGY AND TACTICAL PLAN

The contractor shall provide a Program Strategy and Tactical Plan (**Section F, Deliverable 38**) that contains the rationale for executing the program, measurable objectives, target audience information, tactics, detailed timetables, work plans, and budgets. Plans shall include strategies and tactics that are actionable and measurable. When developing the Program Strategy and Tactical Plan, the contractor shall utilize information gathered under subtasks 1 and 2 above. The contractor shall also propose MOE, MOP, and return on investment (ROI) that can be used by USEUCOM to evaluate the successful execution of the plan. The contractor's proposed measures of effectiveness and ROI will be reviewed and approved by USEUCOM before being implemented. The contractor shall be responsible for monitoring the implementation of the Program Strategy and Tactical Plan.

C.4.9.4 SUBTASK 4 – DIGITAL PLATFORMS

The contractor shall develop and/or customize user-centered digital destinations that may include, but not be limited to websites, mobile apps, and social media pages/handles and other media development platforms (**Section F, Deliverable 39**). The following are the deliverables for digital platforms; the contractor shall work with the Government to determine the appropriate platform(s).

- a. **Websites** – the contractor shall be responsible for implementing a scalable and non-proprietary content management system (CMS) and establishing a secure and stable hosting environment. Websites shall utilize device-agnostic responsive design (mobile) and adhere to usability best practices. USEUCOM requires that all USEUCOM OIP platforms be operational and accessible on the Internet 24 hours a day, seven days a week, with a 99% reliability rate. USEUCOM also requires U.S.-based secure hosting environments, preferably in a cloud hosting environment. Websites will require one-click attribution, clearly identifying that information is being provided by USEUCOM.

The contractor shall conduct continuous security monitoring of all hosting platforms under control of the contractor. The contractor shall employ industry best practices for proactive information security such as virus scan tools to include intrusion detection & countermeasures; preventive security scans daily; virus and Trojan horse protection; and, daily incremental backups and weekly complete backups. The contractor shall maintain

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compliance with Industry and DoD Information Assurance Vulnerability Advisories published by the DoD Computer Emergency Response Team (CERT) as applicable.

The contractor, after getting final approval from USEUCOM, shall secure rights to the chosen URLs (as well as those of similar URLs, i.e. .com, .net, .info, .org) as required by USEUCOM.

- b. **Mobile Applications** – the contractor shall develop custom mobile applications across potential mobile platforms such as iOS, Android, Windows, and Blackberry. The custom mobile applications shall include mobile user experience and human computer interaction best practices. The contractor shall provide expertise in development frameworks which can include, but are not limited to, Django, PostgreSQL, and CouchDB. All mobile applications shall be machine and user tested across devices, platforms, and operating systems. In addition, the contractor shall provide expertise in successfully receiving approvals for applications to be listed on Apple iTunes, Google Play, Windows Store and other relevant mobile app marketplaces.
- c. **Social Media Pages and Handles** – the contractor shall setup and customize social media profiles, pages, handles (e.g., Facebook Company pages, Twitter accounts, YouTube channels), and implement industry best practices. The contractor, after receiving final approval from USEUCOM, shall secure rights to the chosen social media handles as required by USEUCOM. The contractor shall establish and receive USEUCOM approval on a comment feedback system to receive, translate, recommend approval of, and post, as appropriate, all comments regarding content, including, but not limited to, original individual features or news summaries.
- d. **Blogs** – the contractor shall setup and customize blogs using blog management platforms (e.g., WordPress, Blogger) or other blog platforms (e.g., Tumblr) following industry best practices and in accordance with USEUCOM approved authorities. The contractor shall establish and receive USEUCOM approval on a comment feedback system to receive, translate, recommend approval of, and post, as appropriate, all comments regarding content, including, but not limited to, original blog posts or user responses.
- e. **Email** – the contractor shall implement and customize an email management service (EMS) to manage, deploy, and report on all email communications to support distribution of direct email marketing (e.g., daily summaries, topic specific email summaries). The contractor shall provide translated emails to USEUCOM within a reasonable time period (48 hours or less). The contractor shall be responsible for providing any translation and the translation shall be languages in which the content is published. If an email or comment is received outside of the content language(s), then a computer based translation service may be used.
- f. **Emerging Platforms** – the contractor shall develop and/or customize user-centered digital destinations on new or emerging digital platforms as they become available or are determined to be relevant to programs.

C.4.9.5 SUBTASK 5 – CONTENT DEVELOPMENT AND DISTRIBUTION

As detailed in the approved strategy and tactical plan referenced above, the contractor shall identify and provide USEUCOM with detailed, local information types and sources; and,

procedures to be used in obtaining, organizing, analyzing, and incorporating this information into content. Content requirement may include, but is not limited to, text, graphics, video, audio, audio-visual components, and any other information featured on relevant platforms. Content submitted by the contractor shall demonstrate an intimate knowledge of the regional media markets, as well as, the cultural, social, political, and economic dynamics for the target region and target audiences. The content shall demonstrate an understanding and reflection of local and regional perspectives to include the use of indigenous terms and dialects. The content shall also use items and events of regional interest and developed techniques to transmit timely, accurate, and comprehensive messages as required by USEUCOM. The content shall provide open and unbiased analyses of major events in the targeted regions and the ramifications of those events on the target audiences. All content shall be oriented toward identified foreign, target audiences and not on U.S. audiences. Finally, except when directed by USEUCOM, the content shall not replicate the role of DoD Public Affairs or address U.S. foreign policy issues. Rather, the content shall reflect native/indigenous understanding and journalism, politics, academics, security, culture, entertainment, and other aspects of USEUCOM objectives.

The contractor shall be responsible for dissemination and distribution of content to USEUCOM and third-party platforms (e.g., news websites, aggregators, bloggers) that shall ensure delivery of content to the target audience in the USEUOCM AOR in direct support of USEUCOM objectives and operations. The contractor shall develop a network of content providers in areas identified by USEUCOM and shall provide content in accordance with USEUCOM objectives. A content development workflow shall be established by the contractor that provides an efficient method for USEUCOM to review and provide feedback and approval.

The contractor shall also develop news dissemination platforms in relevant target audience regions to ensure delivery to the target audience in the USEUOCM AOR in direct support of military objectives and operations. The distribution and dissemination of content in these relevant target audience regions shall be ongoing. Finally, the contractor shall provide periodic content dissemination, media monitoring, and social media monitoring reports that reflect relevant metrics which may include, but are not limited to, media impressions, web reach, social reach metrics, and, when relevant, sentiment analysis.

C.4.9.6 SUBTASK 6 – CREATIVE ADVERTISING DEVELOPMENT

For each target audience and based on the USEUCOM approved strategy and tactical plan (see above), the contractor shall create targeted messages and materials which may consist of broadcast (e.g., TV, radio, cinema), print, outdoor, digital, and other advertising. Based on their approved strategic and tactical plan, the contractor shall present creative concepts for USEUCOM review, comment, refinement, and approval. The contractor shall ensure the following are taken into consideration in the development and execution of creative advertising materials:

- a. Unique characteristics, experiences, norms, values, behaviors, and beliefs of the targeted audience, and relevant historical, environmental, and social forces are taken into consideration in the development and execution of creative advertising materials.
- b. All materials—traditional, digital, and non-traditional—are prepared in a format consistent with industry practice and are in formats that are industry standard and

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designed for use in accordance with the paid media plan and other aspects of the approved strategic and tactical plan.

- c. All necessary and applicable terms of services, privacy, security, and other best practices and legal requirements are completed prior to disseminating creative materials.

Additionally, when applicable and based on local laws and regulations, the contractor shall:

- a. Negotiate usage rights for television, radio, print, and digital materials, as necessary, and procure the proper ad usage rights for placement.
- b. To the extent reasonably possible, not use talent, graphics, music, or other media that will require residual payments.
- c. Maintain complete documentation concerning talent contracts, music rights, and any information needed to determine legal issues involving broadcast or use or distribution of any and all broadcast products to any audience at any time.
- d. Ensure that all talent, images, and other materials are negotiated to include buy-out rights as available and at least cover the duration of the TO period of performance.
- e. Provide to USEUCOM all finalized creative materials, including supporting paperwork. Creative materials files shall include all source files and supporting files including, but not limited to, artwork, fonts, images, and illustrations used to create the products.

All creative products shall become the property of USEUCOM, outright, and shall be provided upon completion of the task. USEUCOM shall have full and complete ownership of all copywriting, designs, illustrations, photography, and any other creative work produced to fulfill the requirements of this task. This includes all creative material produced by the contractor and those materials bought from subcontractors and other vendors (e.g, stock photography suppliers). It is the contractor's responsibility to itemize the necessary costs and to assure that full ownership rights pass to USEUCOM.

C.4.9.7 SUBTASK 7 – PAID MEDIA PLANNING, BUYING, AND OPTIMIZATION

As required by the approved strategic and tactical plan, the contractor shall plan and execute paid media campaigns. The campaigns shall be documented in Paid Media Plans (**Section F, Deliverable 40**) which shall include, but are not limited to:

- a. Description of strategy and associated marketing objectives, including an approach to channel planning.
- b. Media plan that demonstrates in-depth knowledge of the media consumption habits of intended audience including, but not limited to, how the buys will support: objectives, estimated reach, frequency, and cost.
- c. Media mix, including breakdown of percentage spent by media type.
- d. Media flighting chart including each media type to demonstrate various suggested flight times, media weights/insertion levels, and other relevant factors.
- e. Analytical measurement plan to track success, determine the effectiveness of paid media efforts, and plans for mid-course adjustments if desired outcomes are not being achieved.
- f. Negotiation of bonus media weight or added-value media.
- g. Proof of performance consisting of, but not limited to, progress reports, media vendor invoices, tear sheets, affidavits of performance for broadcast, vendor invoices, match reports, airchecks, screenshots, photographs, and third-party media tracking solutions to ensure campaign delivery and to verify media billings.

- h. Whenever possible, contractor shall always negotiate for value-added.

C.4.9.8 SUBTASK 8 – REPORTING AND PROGRAM ASSESSMENT PLAN

The contractor shall assist USEUCOM in the development of quantifiable metrics that will be used to evaluate the success of programs and target audience behavior change based on industry standard methods. The contractor shall provide a Program Assessment Plan (**Section F, Deliverable 41**) that shall utilize industry standards of MOE, MOP, and ROI; and, include contractor-proposed metrics for the planning stage of the program. USEUCOM will take the contractor's recommendations into consideration and USEUCOM will determine the metrics and MOE that will be utilized under this task.

The contractor shall support Government directed MOPs of programs executed as part of this TO. The contractor shall specifically establish baselines from which MOP will be measured and compared. This may involve the contractor granting access to third parties evaluating the performance of some or all elements of this TO.

Ongoing Reports (**Section F, Deliverable 42**) that provide ongoing metrics reporting measuring MOP metrics shall be provided by the contractor on a monthly, quarterly, and annual basis and shall include Key Performance Indicators (KPIs). An example could include, but is not limited to, poll questions related to desired behaviors and objectives. At the conclusion of each program, the contractor shall provide Wrap-Up Reports (**Section F, Deliverable 43**) to USEUCOM.

C.4.9.9 SUBTASK 9 – MISSION EXECUTION SUPPORT

The contractor shall provide support to ensure successful execution across all subtasks. The support shall include, but is not limited to:

- a. **Translation support** – the contractor shall provide full translation support as applicable to execution of all subtasks. Translators shall be highly-trained professionals, native speakers of the target language, and have experience in professional translation. Translators shall employ the American Translators Association (ATA) – recognized methodologies to verify native translation. Where it is applicable and consistent with industry best practices, the contractor may provide automated translation support; however, USEUCOM may require that automated translation support be reviewed and/or validated. All language and translation requirements are subject to change over the life of this TO.
- b. **System Support** – the contractor shall ensure system availability as follows:
 - i. Troubleshoot and return system(s) to an operational state within two hours of being taken offline due to maintenance/communications connection problems.
 - ii. Replace components/parts/server, as necessary, to maintain platform availability.
 - iii. Provide maintenance response within two hours of being notified of maintenance problems.
 - iv. Maintenance shall be available, if required by USEUCOM, 24 hours per day, seven days per week.

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- c. **User Support** – the contractor shall provide user support across all digital platforms (e.g., mobile apps, websites, social media platforms), within a USEUCOM established service-level (e.g., responses to user questions within 3 hours).
- d. **Client Support** – the contractor shall provide on-call analytical, technical, and consulting support to maintain digital platforms on a 24/7 basis. The service level for such client support shall be one hour response during business hours (Central European Time) and three hour response time outside of business hours (Central European Time).

C.4.10 TASK 10 – ARMY ADAPT THE FORCE (AtF) ASSESSMENT

FORSCOM, as the Adapt the Force Line of Effort Lead, along with the Army's Force Providers, USAREUR, USARPAC, USASOC and ARNG, collaborate with COCOMs and other ASCCs, and are responsible for synchronizing, coordinating, and integrating C-IED initiatives into the Army Force Generation (ARFORGEN) process. AtF facilitates homestation training and ensures that C-IED capabilities are integrated at the right time in the training cycle to ensure units are manned, equipped, and trained to conduct C-IED operations when deployed to the theater of operations and in support of homeland defense and civil support operations.

Training and Doctrine Command (TRADOC) assists FORSCOM by working with capability and resource providers from across the Army and Joint CIED community to integrate DtD and AtN capabilities across DOTMLPF domains. TRADOC also assists FORSCOM by capturing, analyzing, and disseminating observations, insights and lessons (OIL) about the current IED threat and TTP to inform CIED training and capability development.

The Joint Improvised Explosive Device Agency's (JIDA formerly JIEDDO), an Army Combat Support Agency, mission to rapidly provide C-IED capabilities in support of Combatant Commanders and to enable the defeat of the IED as a weapon of strategic influence is the DoD counterpart to the Army's AtF Enterprise.

C.4.10.1 SUBTASK 1 – ENTERPRISE-WIDE TRAINING METHODOLOGY

The contractor shall use the outputs from the assessments and analyses conducted under this TO and any other relevant information sources to provide an Enterprise-Wide Strategic Training Methodology Framework (**Section F, Deliverable 44**). This framework shall identify how the contractor will work with the Army to AtF through training and the framework to make recommendations as to how to best enhance the operational effectiveness of the troops in IED environments and other threats around the world. One of the objectives of this TO is to introduce synergies and collaboration amongst the Army organizations in terms of training methodology and curriculum. The contractor shall ensure efficiencies are gained and minimize redundancies, where it is appropriate and makes sense, based on the structure of that particular organization. As a part of the contractor's strategic framework, the Army is seeking recommendations on innovative training approaches which can be used to combat the challenges posed by IEDs and other threats.

The majority of the training currently provided is in a traditional, classroom-based environment at the home station. In some situations and environments, that may be the best approach; however, the Army will look to the contractor to identify ways the Army could introduce technology and other innovative training approaches into the current training model. One of the priorities for the Army is to improve the readiness of units while making efficient use of limited

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home station resources. The contractor shall develop recommendations as a part of the framework regarding the incorporation of LVCG in order to prepare units for the CTC rotation and real world deployments. Use of LVCG training is inconsistent throughout the ASCCs with the ARNG employment at the Home Station training lanes, readiness centers and unit armories..

The Government also is looking for recommendations regarding how to effectively and efficiently maximize the use of LVCG throughout the Army; in other words, where does it make the most sense? The contractor shall analyze and assess the data it collects during unit training and incorporate that with industry best practices; Home Station training resources; threat and unit capabilities; and, any other relevant sources to craft these recommendations on how the Army can evolve and most effectively and efficiently deliver mission-critical threat training.

One of the objectives over the course of this TO is to introduce more efficient and effective training delivery methodologies. Currently, FORSCOM, USARPAC, USAREUR, USASOC, and ARNG each utilize slightly different training methodologies. This is because each operates as a separate entity in a unique environment with varying limitations and for that reason, a unified methodology across all five organizations would not be effective. However, the Government is looking to the contractor to make recommendations regarding how each organization can become more efficient and effective with regard to its training delivery methodology.

FORSCOM and USASOC all have a traditional, classroom-based training model with units attending classes on base at their home station across the U.S. USAREUR utilizes a traditional, classroom-based model as well; however, all contractor trainers are fixed with the units and training is currently provided at the European locations listed in Section F below. USARPAC has evolved into a Train the Trainer (T3) model and is comfortable with its current model, but has yet to determine the optimal frequency of master training courses each year and how to incorporate refresher training. USARPAC training occurs throughout the Pacific region at the sites listed in Section F below.

FORSCOM, USASOC, USAREUR are looking for recommendations from the contractor as to how they could evolve towards incorporation of the T3 model, where appropriate, to make the training process more efficient and effective. ARNG, on the other hand, has a more blended approach utilizing both LVCG and some classroom-based training as teaching methodologies, then practice what has been learned with live, in-person exercises. One of ARNG's limitations is that it often does not have access to the various Counter Radio-Controlled Electronic Warfare (CREW) systems or C-IED training devices and equipment that the other ASCCs and COCOMs do; instead, it relies on the LVCG to allow units to see where everything is and how they work without ever having touched the equipment.

The scope is not just limited to AtF at home, the contractor shall also recommend methods to AtF for the deployed forces operating in uncertain environments, whether it is a routine deployment or combat operations, where traditional training methods, such as the Army Training Network, are unavailable. These forces face varying types of threats and as the technology evolves and new threats emerge and evolve, the forces need to be trained in theater to respond to these threats. For example, unit may be trained on a certain type of IED threat that it is expected to encounter during deployment. However, when the unit arrives in theater and discovers a new type of IED threat has materialized, the unit must be equipped to defeat the device and ensure survivability.

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In researching training methodologies, the contractor shall not just focus on traditional classroom-based delivery methods. The contractor shall also research existing documentation, publications, procedures, lessons learned, Master Scenario Event Lists (MSEL), and professional literature to highlight program documents facilitating "best practices" for joint and combined exercise programs.

C.4.10.2 SUBTASK 2 – ENTERPRISE-WIDE TRAINING COURSE MANAGEMENT AND CURRICULUM DEVELOPMENT

Army Regulation 350-1 (**Section J, Attachment L**) directs C-IED training for units prior to deployment; however, it does not dictate where and when the training must occur and there is not a set training schedule at each training location. The contractor shall be responsible for the coordination and scheduling of unit training at each location. It shall be the contractor's responsibility to integrate itself within the units at a particular location/home station and work with the units to schedule their required training sessions. Essentially the contractor shall market the courses it provides and ensure seats are filled.

The Government is also looking to the contractor to recommend how training courses can be managed and tracked across the Army. The contractor shall provide the Government with recommendations regarding how the Army can best utilize the existing Army Training Systems of Record, such as the Army Training Requirements and Resources System (ATRRS) and the Digital Training Management System (DTMS), to best fulfill this need. The Government desires to have the contractor-provided training courses included in a system(s) of record to provide a more automated process for units/forces to sign-up for courses. Inclusion in the system(s) shall also provide the Government with the ability to track who took what courses, where, and when as well. The contractor shall document its analysis and recommended approach(s) in an Enterprise-Wide Training Course Management Methodology Framework (**Section F, Deliverable 45**). The Government will select a contractor-recommended approach. Once the Government approval is received from the TPOC, the contractor shall proceed with its approved strategy and shall utilize this system or process to track who has taken which classes, when and where for all training provided by the contractor.

Part of training management is also finding ways to measure the effectiveness of the training provided. The contractor shall provide AARs following the completion of each training course conducted or exercise supported as detailed below in the Army C-IED Training Support task. However, the Government is also looking for contractor recommendations regarding how the Army could assess the effectiveness of training months after its completion to check in with those who took the course or participated in the exercise to not only ensure proficiency was retained, but to also to determine if a refresher needs to be provided because the threat has changed in some way. The contractor shall provide recommendations to the Government regarding how to assess the effectiveness and if a refresher needs to be provided, how that can most efficiently and effectively be accomplished.

Also keeping in line with the TO objectives to build synergies and increase collaboration and knowledge sharing across the Army organizations in scope of this task, is the Government's requirement for a standardized curriculum development process. The objective is to utilize a base set of TSPs and modules for C-IED training across the Army. The intent is so that a unit receiving training in Texas is receiving the same training as a unit in Alaska. The base set of

TSPs and modules shall be modified and customized as necessary to fit the requirements of specific Army organizations or accommodate for any regionally-specific threats. The current set of Army C-IED TSPs can be found at: <http://www.forscom.army.mil/CI2C>

The Contractor shall develop advanced instructional capabilities for intelligence professionals and other service members. This training may be executed on the ground and while airborne onboard USAF-owned aircraft and other aircraft as required by the government.

C.4.11 TASK 11 – TRAINING SUPPORT

C.4.11.1 SUBTASK 1 – HOME STATION COUNTER-IMPROVISED EXPLOSIVE DEVICE (C-IED)/IRREGULAR WARFARE TRAINING

The objective of this subtask is for the contractor to implement effective and relevant training curriculums to equip warfighting units with the ability to identify and target adversaries in a hybrid threat environment. This will result in minimized risks and increased unit survivability in the ever evolving threat environment. The contractor shall deliver specialized TTP training to include “hands-on” training, simulation, and exercises and practical application at the CTC, installations, camps and stations, both CONUS and OCONUS at the locations listed in Section F below.

There are three levels of training in scope of this TO.

- a. **Individual training** – the most basic level of training, general information regarding the material or non-material device is provided; operator level training.
- b. **Collective training** – a CTE exercise typically held at the home station simulating what units will face in the operation environment when deployed. It is an opportunity to apply the knowledge learned at the installation during the individual and leader training. The focus of this training is the collective group
- c. **Leader training** – emphasizes a Train-the-Trainer (T3) approach at the unit home station locations. In the T3 approach, company grade non-commissioned officers/officers train their units the individual and collective training required for the unit to meet its mission requirements.

On occasion, the contractor staff conducting training shall be required to travel with or to the unit to observe the CTE or another offsite training event to provide training, mentoring, and coaching and provide the Government with feedback regarding the effectiveness of the individual and collective training conducted. Additionally, as required by the Government, the contractor staff shall be prepared to surge support to particular location(s) at any given time.

This subtask has two areas of focus, AtN and DtD. With Government approval, the contractor shall develop TSPs and training scenarios. The TSPs are actual training material and documentation delivered to units during the training sessions. The contractor developed training documentation shall be based on current analyses of the operational environment(s) in order to keep pace with the evolving threat environment. The content of the TSPs shall be tailored to the projected COCOM AOR. The contractor shall also work closely with existing Army Communities of Practice to ensure alignment across the various ASCCs and COCOMs. Additionally, the contractor shall integrate technical and operational information into training

through ongoing curriculum updates and revisions in coordination with training center and home station personnel.

AtN provides a focused approach to understanding and operating against a well-defined type of enemy activity—such as terrorism, insurgency, or organized criminal actions—that threatens stability in the operational area and is enabled by a network of identifiable nodes and links. AtN line of operation enables offensive operations against complex networks of financiers, threat fabricator(s), trainers, and their supporting infrastructure by providing threat surveillance, reconnaissance, information operations, counter-bomber identification, biometrics, and weapons technical intelligence capabilities. AtN actions require a common and consistent operational framework built on three tactical areas: gain valuable intelligence, build relationships, and neutralize the adversary. The training developed shall not only teach forces to recognize and specifically identify potential threats in their operating environment, but shall also teach forces how to properly respond to encountered threats.

AtN training shall be provided on, but not be limited to, the following topics. As new capabilities emerge, the contractor shall provide the same support as included in this subtask.

- a. **Operational Environment (OE)/Counterinsurgency (COIN)** – learning about the operation environment the soldier is in, knowledge regarding geography, cultural traditions, threats present, etc.
- b. **Operational and Tactical Intelligence Support (OTIS)** – OTIS is a holistic training capability which encompasses those operational and intelligence tasks which provide the tactical commander situational awareness and the ability to flex intelligence skills and tasks across the warfighting functions in any operational environment. OTIS provides Commanders with a tailorable training menu for operations and intelligence fusion, focused at BCT and below level that is applicable to any mission requirement. OTIS utilizes analog functions for austere environments, supports ICoE/MCoE institutional training, and is focused for any Operational Environment. OTIS is comprised of four core functions: Intelligence Enabled Tactical Operations, which includes Company Intelligence Support Teams (CoIST) and AtN/Network Engagement; Operational Environment which includes COIN, Cultural Awareness, and Regional Briefs; Operation Fusion which includes Command Post Intelligence Operations (CPIO) and Intelligence, Surveillance, and Reconnaissance (ISR); and Threat Integration which includes Threat Briefs, Hybrid Threats, and Tactical Cyber Threats.
- c. **Decisive Action** – recommended activities in order to neutralize the enemy, what are your priorities, how to apply your resources; operational network analysis, etc.
- d. **Biometrics Training** – teaches tactical employment and operations of current non-program of record (non-POR), bridging solutions to programs of record, and programs of record biometrics systems. System users should learn how to capture quality biometrics and troubleshoot potential problems.
- e. **Site Exploitation** – this is comprised of Search (SE)/Forensics. There is a method to the search pattern utilized when a soldier arrives at an unknown location, Information, Material and Personnel (IMP) collection and processing; training should be provided on how to properly conduct the search and where the information and material gathered should be sent afterward.

- f. **Weapons Tactical Intelligence (WTI)** – EOD forces, the knowledge of how an explosive is constructed so it can be safely defeated. There are also parts of WTI related to AtN topics, the soldier should be able to look at the parts and pieces of an unknown device in order safely and properly dissect them in order to determine how those parts and pieces relate to the rest of the device and the environment around them. WTI could include, but is not limited to, looking at circuitry of devices, newer programming techniques being utilized, or electronic components. The soldier should be trained on how to analyze an unknown device, how to safely defeat the device, and what to do with the device.

The contractor shall assess the current AtN C-IED methodology and identify and analyze the existing gaps and deficiencies in training that are affecting the warfighter's survivability for each of the AtN training topics listed above. The contractor's analysis shall also lead to the development and recommendation of transformational Information Collection concepts that capture new processes, methodologies, and emerging technologies. Additionally, the contractor shall develop recommendations for TTPs which shall identify the "best practices" used in numerous situations that maximize the effectiveness of individual and organizational equipment. The contractor shall document all findings in AtN Training Gap and Assessment Reports (**Section F, Deliverable 46**). These assessments shall also include recommended courses of action to address these issues. The contractor's recommendations shall enhance the Government's ability to implement effective, efficient, and relevant training courses which will prepare units in an ever evolving IED and threat environment. The contractor shall use the knowledge gained through the gap assessments, in addition to TTPs and theater lessons learned, to create AtN TSPs (**Section F, Deliverable 47**), based on the current analysis of the operational environment in order to keep pace with ever-evolving changes in the threat environment. The training shall include best practices and TTPs in theater; knowledge; skills requirements; desired learning outcomes; lesson plans; course materials; practical exercises; and, visual aids. Additionally, the contractor shall create AtN Training Scenarios and Exercises (TSEs) (**Section F, Deliverable 48**), for the above mentioned topics, in addition to any other new and emerging capabilities, to complement the TSPs, for individual, collective, and leader training during pre-deployment MRE. The scenarios and exercises shall improve unit planning and execution of activities and operations.

Upon completion of each training session, the contractor shall provide comprehensive AtN AARs (**Section F, Deliverable 49**) which assesses the unit on its ability to meet the training objectives and on its ability to successfully accomplish the IED and threat mission. The AAR shall also capture the successfulness, relevance, and applicability of various training exercises including any applicable data, trends, metrics, etc. The contractor shall utilize the AARs to identify any lessons learned and corrective actions needed; and, to continuously refine the TSPs and TTPs based upon the knowledge gained.

DtD training provides units with the knowledge and technologies to identify and detect IEDs in the operational environment; recognize potential HME components; neutralize triggering devices; and, clear the threat of IEDs. Defeating the device is an unceasing effort, requiring multiple training events and usage of the latest technological advances in order to counter an adaptive adversary's adjustments to friendly TTPs and IED capabilities. The goal of DtD training is for units to move safely from place to place and to gain and maintain ground dominance. The training should provide forces with the knowledge and skill to recognize and identify potential

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threats. As a result of the training, soldiers should be able to determine if it is most appropriate to neutralize the threat and continue their mission or call in additional support.

DtD training shall be provided on, but not be limited to, the following topics. As new capabilities emerge, the contractor shall provide the same support as included in this subtask.

- a. Recognition/Avoidance/Mark & Bypass
- b. Home Station Electronic Warfare (EW)/Counter Radio-Controlled Electronic Warfare (CREW)
- c. Hand Held Detectors (HHD)
- d. Route Clearance (RC)
- e. Mobility – including both mounted and dismounted
- f. Unmanned Ground Vehicles (UGV) (Robotics)
- g. Unexploded Ordnance (UXO) mine awareness
- h. IED Awareness
- i. Home Made Explosives (HME)

The contractor shall assess the current DtD C-IED methodology and identify and analyze the existing gaps and deficiencies in training that are affecting warfighter survivability for each of the DtD training topics listed above. The contractor shall document the findings in DtD Training Gap and Assessment Reports (**Section F, Deliverable 50**). These assessments shall also include recommended courses of action to address these issues. The contractor's recommendations shall enhance the Government's ability to implement effective, efficient, and relevant training courses which will prepare units in an ever adapting IED and threat environment. The contractor shall use the knowledge gained through the gap assessments, in addition to TTPs and theater lessons learned, to create DtD TSPs (**Section F, Deliverable 51**), for the above mentioned topics and other new and emerging threats or capabilities. These TSPs shall be based on the current analysis of the operational environment in order to keep pace with evolving changes in the threat environment. Additionally, the contractor shall create DtD Training Scenarios and Exercises (**Section F, Deliverable 52**), for the above mentioned DtD topics and any other new and emerging threats or capabilities to complement the TSPs, for individual, collective, and leader training during pre-deployment MRE. The scenarios and exercises shall improve unit planning and execution of activities and operations. For example, HME scenarios and exercises shall assist units and personnel in recognizing, locating, and identifying potential or suspected HME sites.

Upon completion of each training session, the contractor shall provide comprehensive DtD AARs (**Section F, Deliverable 53**) which assess the unit on its ability to meet the training objectives and on its ability to successfully accomplish the IED and threat mission. The AAR shall also capture the successfulness, relevance, and applicability of the various training exercises including any applicable data, trends, metrics, etc. The contractor shall utilize the AARs to identify any lessons learned and corrective actions needed; and, to continuously refine the TSPs and TTPs based upon the knowledge gained.

C.4.11.2 SUBTASK 2 – PARTNER NATION AND MULTI-NATIONAL TRAINING

The Army receives numerous requests to provide partner nation, regional security organizations, and Multi-National (MN) capacity building or training. The contractor shall develop recommendations for an assessment methodology that can be used to determine priorities for

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partner nation capacity building engagement. Additionally, the contractor shall recommend integration points for C-IED training capability for theater priority countries and their associated training plans. The contractor shall take into consideration variables such as the Army Theater Security Campaign (TSC) Plan engagement priorities; the degree of VEO and attendant IED activity in partner nations' AOR; and, the endemic C-IED capacity in those nations. The contractor shall also consider the USAEUR Country Support Plans and any other relevant plans or information sources. The contractor shall also take industry, academia, and other public sector best practices into account when making recommendations. Upon Government approval of the recommended methodology, the contractor shall document the results of its analyses in Partner Nation and MN C-IED Outreach Plans (**Section F, Deliverable 54**). These outreach plans shall be continuously updated by the contractor as needed and based upon engagements with partner nations. The contractor shall also provide support for the coordination of partner nation and MN C-IED training request packages and the tracking of resource availability within the MN resourcing guidelines and processes governed by the Defense Security Cooperation Agency (DSCA), DoS, DoD, USEUCOM J5, and the USAREUR Security Cooperation Program directives.

At the request of the Government; the contractor shall provide capacity building activities to partner nations and MNs. Capacity building consists of tailoring the existing TSPs or training documentation, to a specified partner nation. It is a diplomatic requirement for the Government to provide training to partner nations and MNs deploying to named U.S. Coalition operations to as close to the U.S. standard as possible and the contractor shall work with the Government to facilitate this process.

AtN and DtD training shall be provided as detailed above in subtask 1. The TSPs and other training documentation provided by the contractor shall be tailored to the specific partner nation or MN audience. The contractor shall work with the Government to vet all training material that will be utilized in partner nation or MN training through the Foreign Disclosure Process (FDO) to ensure the package is suitable for release prior to the commencement of any training activities.

There are generally three types of support that the contractor shall provide under this subtask, though contractor support is not limited to only these three types. The first scenario is through the ARNG State Partnership program. The second is to participate in and provide support to partner nations' nations annual, named training exercises. In USARPAC, for example, this could include supporting Cobra Gold (Thailand), Yhud Abahs (India), Key Resolve (Korea), Balikatan (Philippines), Talisman Saber (Australia), Garuda Shield (Indonesia), Ulchi Freedom Guardian (Korea), Overseas Contingency Operation (OCO) pre-deployment (Guam/Saipan), and OCO pre-deployment (Alaska). The third is through an official request from the partner nation through the DoS. There are various ways the contractor shall be expected to provide this support. In the U.S., MNs may come to the U.S. to receive training on a base here from the contractor. In Europe, in most situations, the partner nation and MN training will occur at an U.S. Army Training Center similar to the U.S. However, there will be situations where, at the request of the Government, the contractor shall provide Mobile Training Teams (MTTs). The role of the MTTs is to travel to the partner nation and to either provide training or support on-site. In this scenario, the contractor shall work one-on-one with that partner nation to do a subject matter expert (SME) exchange using NATO standards and to perform a "crawl, walk, run" exercise in order to help the partner nation reach a point where it can independently train its own soldiers using a T3 methodology.

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Upon completion of each training session, the contractor shall provide comprehensive Partner Nation and MN AARs (**Section F, Deliverable 55**) which assess the unit/partner nation/MN on its ability to meet the training objectives and on its ability to successfully accomplish the IED and threat mission. The AAR shall also capture the successfulness, relevance, and applicability of various training exercises including any applicable data, trends, metrics, etc. The contractor shall utilize the AARs to identify any lessons learned and continuously refine the TSPs and TTPs based upon the knowledge gained.

C.4.11.3 SUBTASK 3 – ARMY LIVE, VIRTUAL, CONSTRUCTIVE, and GAMING (LVCG) TRAINING

The scope of this task is to enhance and support the existing virtual training environment within the Army Program of Record (POR) Live, Virtual, Constructive Integrated Architecture (LVC-IA) and to support other methods of LVCG training. The Army utilizes Virtual Battlespace (VBS) and Joint Conflict and Tactical Simulation (JCATS) to provide LVCG training. VBS is a simulation engine system used to teach doctrine and TTPs during simulated squad and platoon offensive, defensive, and patrolling operations. VBS delivers a synthetic environment with the desired terrain, scenarios, and models for the practical exercise of leadership and organizational behavior skills required to successfully execute unit missions. VBS incorporates a variety of threats from near-peer to insurgent/asymmetric, non-combatants, and friendly/coalition forces. JCATS is a multipurpose tool that can be tailored around an "infinite number of scenarios" to prepare leaders in planning, creating staff positions, battle tracking and proper communication procedures before and after live training events. JCATS Low Overhead Driver (JLOD) added radar and jamming signatures, as well as supply convoys and consumption. JLOD also features high-value targets and defenses such as theater ballistic missiles, cruise missiles, and integrated air defense, which can simulate coverage of a large area such as the U.S. East Coast. JLOD's modeling of urban population movement and communications supports given the current focus on irregular warfare.

High costs and limited resources constrain the Army's ability to conduct live training of all of the various combat situations that may be encountered on the battlefield and the variety of threats that may be faced in the current global threat environment. M&S, in a gaming environment, provide realistic target, threat, and targeting and engagement effects in order to train units. The use of virtual and constructive systems to conduct training exercises, wargames, and other activities by units shall lead to a higher degree of proficiency when units are faced with these threats while deployed. Use of these virtual training platforms also allows units to develop the communication and soft skills necessary to successfully work together in theater in addition to preparing them for the operational environment.

The contractor shall provide an integrated Virtual, Constructive, Gaming training support service that leverages the existing Army technologies to enhance mission readiness. This effort will require the use of training architectures and networks to maintain Information Assurance compliance and promote interoperability across the Army Common Operating Environment. The contractor shall provide with the capability to conduct integrated exercises with the Army Battle Command System to support training from strategic through operational and tactical levels down to the individual soldier level. Additionally, as the Army has made a significant investment in its

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programs of record, the Government is looking for recommendations from the contractor regarding how the Army can best utilize this resource and obtain maximum value from it. The contractor shall propose recommendations regarding increasing the capability of games for training. Once Government approval has been received, the contractor shall proceed with implementation of the approved, additional capabilities and provide support for the period of performance of this TO.

The contractor shall conduct less than company size (Company-/Platoon+) unit threat mitigation training using VBS. In conjunction with the VBS training, battalion tactical staffs may organize to enhance the training audiences' experience and conduct reporting and maneuver requirements. The contractor shall work with the company/staff/unit to customize the training and the training length to their needs. The contractor shall provide the capability to facilitate exercises for echelons within the CBRNE Response Enterprise. The contractor shall provide training and sustainment of Joint Fires Observer (JFO) tasks utilizing models, controllers, and simulators and integrating the Fires, Intelligence, Surveillance, and Reconnaissance (ISR), Unmanned Aerial Vehicle (UAV), and EW. Additionally, VBS is the authorized simulation device for Mounted Machine Gunnery as it allows the Master Gunner to develop a series of increasingly more difficult scenarios as forces progress in capability. The purpose of these simulated exercises is to ensure that forces possess the skills and experience necessary to safely execute live-fire exercises, which implies a fundamental understanding of the engagement process, fire commands, engagement techniques, and marksmanship. This serves as the culminating test of their abilities and skills on the platform. The contractor shall complete Table II simulations as a Gate to Live Fire (GTLF).

The contractor shall conduct VBS AARs (**Section F, Deliverable 56**) in order to provide training feedback and reviews of individual unit processes. The contractor is not only responsible for facilitating VBS training; the contractor shall also provide all technical support and customization for the platform as well. As directed by the Government and stemming from evolving threats, the contractor shall build and customize scenarios in VBS based on terrain, ports, airfields, energy infrastructure, etc. to mimic the operational environment as closely as possible. Customization of the VBS platform is a critical requirement to ensure the training is as effective as possible.

C.4.12 TASK 12 – ARMY LOGISTICS AND EQUIPMENT ANALYSIS

C.4.12.1 SUBTASK 1 – LOGISTICS AND EQUIPMENT OPERATIONS

The contractor shall be responsible for all aspects of the management, control, accountability, issue, sustainment/repair, turn-in, and oversight of all current and future non-standard, non-POR, and Commercial-Off-The-Shelf (COTS) training equipment as well as training equipment that is a bridging solution to a POR or has become a POR item. The contractor shall assist with the transfer of equipment to/from Pre-Deployment Training Equipment (PDTE) sites, transfers between training sites, and transfers to various locations for repair/replacement, etc. through vendor services or installation transportation offices.

The contractor shall be responsible for utilizing the Tool Room Management System (TRMS) for all FORSCOM training equipment. TRMS provides FORSCOM with real-time automated visibility of non-standard, non-POR, and COTS training equipment and components. TRMS

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works in a network environment on a server that shall be provided by the contractor. The system is an inventory and accountability management system that provides:

- a. Visibility of equipment through all phases of asset transactions
- b. Equipment locations
- c. Sub-hand receipt three levels below the Accountable Officer
- d. Maintenance management
- e. Forecast calibration for Tool Measurement Diagnostic Equipment (TMDE)
- f. Accurate historical records (usage, loan, operation readiness, calibration, and users)
- g. Tracking of surge/transfer of equipment between locations
- h. Automated tracking of asset loan history utilizing Automated Inventory Tags (AIT) marked items

The contractor shall be responsible for incorporating all future training equipment into TRMS. The contractor shall also use TRMS reporting methodology to report C-IED equipment on hand (EOH) data; equipment loan (usage) data; and sustainment (maintenance) data. The contractor shall compile a monthly C-IED equipment utilization report (**Section F, Deliverable 57**) that reflects EOH, utilization, and equipment in maintenance; and, shall also compile monthly reports (**Section F, Deliverable 58**) detailing the status of equipment out for upgrade/repair.

The TRMS server acts as an electronic library and stores a historical record of all transactions occurring within the system. The database uses the Things To Do (TTD) display messages to pass information between the individual users and the server as well as update existing records.

The contractor shall provide the server required for the implementation of TRMS. The current server requirements, which are subject to change in the future, are:

- Microsoft Server 2008 R2 64-Bit
- SQL Server 2008, 2008R2 Full Version
- Internet Information Service (IIS) 6/7 (Component of the Windows OS)
- ASP.NET 2.0.50727 (Supplied with Install)
- 100 Gigabytes of Free Disk Space
- 16 GB RAM
- Intel Xeon 2.10 GHz Quad Core

As the technology changes over the course of this TO, the contractor shall make recommendations to the Government concerning hardware and software upgrades.

TRMS also requires General Purpose 2D Cordless Scanners at each equipment location and Item Unique Identification (IUID) markings. The scanners and the IUID will be Government Furnished Property (GFP). Any additional scanners or IUID shall be purchased by the contractor as an ODC, following all procedures outlined in Section H.12.

For sites other than FORSCOM, the contractor shall develop a system for, and be responsible for, the tracking and logging of all equipment and systems used at each training site.

The contractor shall work in conjunction with the Government to facilitate the sustainment and maintenance process of all equipment as well.

C.4.12.2 SUBTASK 2 – FUSION CELL FABRICATION

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Utilizing all intelligence regarding IEDs received from units in theater or from any other sources, the contractor shall perform reverse engineering and fabricate mock IED training devices to replicate new or emergent IED threats. The contractor shall provide this support to FORSCOM, ARNG, USASOC, USAEUR, and USARPAC. The mock devices then shall be utilized by the contractor to train forces. As an example, the contractor training staff would fabricate a mock device replicating IED devices associated to a specific region. The unit's personnel would then be able to fully train on identifying, neutralizing, and mitigating the threat prior to deployment to that region.

Please note, the 20th CBRNE Command training support requires advanced mock IED training device fabrication tailored to meet the Command's unique C-IED/core EOD training competencies. This fabrication capability shall be capable of meeting the EOD Groups' requirements across their CONUS locations, the rotational EOD support missions at the Combat Training Centers, and advanced mock IED construction capabilities to meet EOD SOF support and training for the Homeland Defense (HLD) mission set.

Materials required for the fabrication of the mock IED training devices shall either be purchased by the contractor as an ODC and following the procedures outlined in Section H.12 or they will be supplied by the Government.

After mock IED training devices have been fabricated, the government will accept delivery of the device. The mock IED training devices shall become GFP. The device will be provided to the contractor as GFP. All mock IED training devices are expendable/consumable training items. On the tenth of each month, the contractor shall provide a Fabrication Activity Report (**Section F, Deliverable 59**) to the appropriate TPOC and FEDSIM COR detailing the all mock IED training devices fabrication activities occurring in their AOR the previous month and a 90 day forecast of upcoming requirements with projections for materials required to fulfill the requirements.

C.4.12.3 SUBTASK 3 – LOGISTICS AND EQUIPMENT PLANNING ASSESSMENT

The contractor shall develop processes that document the research, describe the analysis, and make recommendations on short and long-term strategic logistics planning regarding new strategies and their impact on:

- a. Existing systems (e.g., HHD devices and EW systems)
- b. Employment of new technologies
- c. Operational considerations (e.g., RAF)
- d. Security issues
- e. Individual and unit training.

The contractor's analysis of shortages of non-POR/non-standard equipment and recommendations to fill these shortages shall enhance the Government's ability to identify, procure, field, and sustain C-IED and threat equipment and systems. The contractor shall use the results of their analyses to create recommendations for the planning, procurement, repair, and inventory management of non-POR/non-standard equipment. These recommendations shall include assisting the Government with planning in terms of what is needed, where it is needed, what quantity is needed, and the estimated potential cost. The contractor shall document the results of its analysis, including recommendations, in a Logistics and Equipment Assessment (**Section F, Deliverable 60**). This Assessment shall serve as the baseline and the contractor shall be responsible for continually reassessing the Army's needs against the baseline. For example, if

a change in training strategy were to be implemented, the contractor shall assess the impacts of that change and determine if the appropriate action is a redistribution of existing equipment or the purchase of new equipment. The ability to accelerate the procurement, fielding, and sustainment of C-IED equipment is an organizational imperative for the Government and this assessment shall be utilized as a planning tool.

In addition to providing an assessment, the contractor shall be responsible for procuring, on behalf of the Government, all C-IED and threat equipment and systems necessary to adequately equip units throughout the training process, including, but not limited to COTS training aids and non-POR/non-standard equipment. The contractor shall follow all purchasing procedures identified in Section H.12 of the TO.

C.4.13 TASK 13 – SURGE SUPPORT

As directed by the Government, the contractor shall support previously unplanned training needs. The scope of this task is the same as the above tasks; however, work under this task shall support unplanned contingencies. This support could be provided to, but is not limited to, other Army organizations, other components of DoD, other Government agencies, or civilian law enforcement. Additionally, training location could be CONUS or OCONUS. The contractor shall utilize training documentation previously developed or previously provided under this TO and if necessary, customize the content to fit the required need. In the event of a one-off threat, the contractor shall develop and provide new training documentation. Depending on the need, this may not be a full-fledged TSP; it could simply be an information sheet or some other type of training aid. The contractor shall also conduct and provide Surge Support AARs (**Section F, Deliverable 61**).

Examples of surge support that could be requested include working with Global Reaction Forces who are trained for one situation or scenario and then shifted to a different situation or scenario on short or no notice. It could also include working with the Global Response Forces (GRF), Regionally Aligned Forces (RAF), Army Contingency Forces (ACF) or any unit with a Prepare to Deploy Order (PTDO). Another example would be providing training to civilian law enforcement officers in preparation of a presidential visit to Hawaii. The contractor would conduct training on C-IED awareness, vehicle, person, and building search procedures. The contractor would assess policies as related to operational C-IED training and develop prioritized recommendations for procedural changes that the organization could adopt. A pre-deployment ACCM training requirement could also develop based on un-forecasted/unpredictable regional or global threats as well as a classified training requirement from a former ACCM program.

Additionally, a requirement could arise for the contractor to provide training in theater. If a unit in theater encounters a new threat not covered during the pre-deployment training and other training methods are unavailable, the contractor shall be prepared to travel to the unit and provide the necessary instruction.